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## ABSTRACT

This question-and-answer format paper looks at some of the basic issues surrounding the chronically poor and initiatives and services designed to break the poverty cycle. A first section explores some of the myths and realities surrounding the characteristics of the chronically poor population and notes that this population is comprised of children, women, young African American men, Whites and minorities, located in the inner city as well as in poor rural areas. This section also notes that the nation's persistent poor tend to be African Americans and members of households headed by single females. A second section examines factors contributing to the growth of an underclass, including a "dual labor market" and welfare structures. A third sections reviews remedies to the current situation, addressing children's needs and reformulating assistance goals in terms of barriers rather than target populations. This section also describes the ways that corporate America can assist through leadership; support; funding; direct response initiatives; and community forums, collaborations, networks, and partnerships. This last section offers examples of corporate programs and initiatives already in place including resources and contacts. Appended are sample forms from a corporate-foster care alliance. (Contains 42 references.) (JB)

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# **The Chronically Poor: Breaking the Cycle**

**Prepared for the Public Affairs Council**

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Corporate Community Involvement**

**May 20-21, 1992**

**The Ana Hotel  
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**THE CHRONICALLY POOR: BREAKING THE CYCLE**

**PREPARED FOR THE PUBLIC AFFAIRS COUNCIL**

**NATIONAL CONFERENCE AND WORKSHOP ON  
CORPORATE COMMUNITY INVOLVEMENT**

**MAY 20-21, 1992**

**THE ANA HOTEL**

**WASHINGTON, D.C.**

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**ILLINOIS DEPARTMENT OF  
CHILDREN & FAMILY SERVICES**

**SPRINGFIELD, ILLINOIS**

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## AMERICA'S UNDERCLASS POOR

### WHO ARE THEY? ... THE MYTHS AND REALITIES OF POVERTY

#### THEY ARE AMERICA'S CHILDREN ..... AND THEY ARE OUR ELDERLY

- AMERICA'S CHILDREN ARE WITHOUT A DOUBT THE POOREST OF AMERICA'S POOR. TODAY, FULLY 20% OF ALL CHILDREN LIVING IN THIS COUNTRY ARE GROWING UP POOR ... AND IT IS GETTING WORSE; WHILE ONE OUT OF EVERY FIVE CHILDREN IS NOW LIVING IN POVERTY, ONE OF EVERY FOUR IS BORN INTO POVERTY. LOOKING AT IT ANOTHER WAY, IN 1987, 47% OF ALL POOR AMERICANS WERE CHILDREN UNDER THE AGE OF 21.
- YET, OF AMERICA'S PERSISTENTLY POOR (THOSE WHO HAVE LIVED IN POVERTY FOR AT LEAST EIGHT OF THE PAST TEN YEARS), FULLY ONE-THIRD ARE AMONG OUR ELDERLY.

#### THEY ARE THE WOMEN OF AMERICA ..... AND THEY ARE ALSO YOUNG AFRICAN-AMERICAN MEN

- OF AMERICA'S ADULT POOR, WOMEN, WHETHER THEY ARE YOUNG OR OLD, WHITE OR "WOMEN OF COLOR," URBAN OR RURAL, MARRIED, SINGLE OR NEVER MARRIED, EMPLOYED OR NOT EMPLOYED ... WOMEN ARE ALSO AMONG THE POOREST OF OUR POOR.
- FOUR OUT OF EVERY FIVE FAMILIES IN THIS COUNTRY RECEIVING AID TO FAMILIES WITH DEPENDENT CHILDREN ARE HEADED BY WOMEN ... AND TWO-THIRDS OF ALL POOR ADULTS IN THIS COUNTRY ARE FEMALE.
- EIGHT YEARS AGO, THE POVERTY RATE FOR CHILDREN LIVING IN SINGLE FEMALE-HEADED HOUSEHOLDS IN THIS COUNTRY WAS 54%; FOR BLACK CHILDREN LIVING IN SINGLE FEMALE-HEADED HOUSEHOLDS, IT WAS NEARLY 67% AND FOR HISPANIC CHILDREN, 71%.
- AT THE SAME TIME, UNIVERSITY OF CHICAGO SOCIOLOGIST WILLIAM J. WILSON HAS DOCUMENTED AN ALARMING LONG-TERM DECLINE IN THE PROPORTION OF YOUNG BLACK MEN WHO ARE ABLE TO FINANCIALLY SUPPORT A FAMILY. FOR EVERY 100 BLACK WOMEN BETWEEN THE AGES OF 20 AND 24, THERE ARE ONLY 45 EMPLOYED BLACK MEN. MOREOVER, THE CENTER FOR SOCIAL POLICY HAS PROJECTED THAT BY THE YEAR 2000, FEWER THAN 30% OF ALL BLACK MALES IN THE UNITED STATES WILL BE EMPLOYED.

**THEY ARE WHITE AMERICANS .....**  
**AS WELL AS "PEOPLE OF COLOR"**

- APPROXIMATELY TWO-THIRDS OF AMERICA'S UNDERCLASS POOR ARE WHITE ... WHITE AMERICANS ACCOUNT FOR APPROXIMATELY FOUR-FIFTHS OF THE POPULATION.
- AMERICA'S "PEOPLE OF COLOR," HOWEVER, ARE CLEARLY OVERREPRESENTED AMONG AMERICANS LIVING IN POVERTY. IN 1984, LESS THAN 12% OF WHITE AMERICANS WERE CONSIDERED POOR, WHEREAS OVER 28% OF ALL HISPANICS AND 34% OF ALL AFRICAN-AMERICANS WERE LIVING IN POVERTY. FIVE YEARS LATER (1989), MARIAN WRIGHT EDELMAN, DIRECTOR OF THE CHILDREN'S DEFENSE FUND, NOTED THAT 40% OF ALL HISPANIC CHILDREN WERE GROWING UP POOR, AS WERE 50% OF ALL BLACK CHILDREN.
- THE CENTER FOR SOCIAL POLICY HAS ALSO PROJECTED THAT WITHIN THE NEXT 8 OR SO YEARS, 70% OF BLACK FAMILIES IN AMERICA WILL BE HEADED BY SINGLE WOMEN.

**THEY ARE RESIDENTS OF AMERICA'S INNER-CITIES .....**  
**AND THEY LIVE IN POOR RURAL AREAS**

- A STUDY COMPLETED IN 1986 BY THE URBAN INSTITUTE IN WASHINGTON, D.C. FOUND THAT THE DEEPEST CONCENTRATIONS OF POVERTY TENDED TO BE FOUND IN OUR INNER-CITIES. BASED ON COMBINATIONS OF SPECIFIC POVERTY-LINKED FACTORS, THEY DISCOVERED THAT 99% OF THOSE AREAS HAVING THE GREATEST PENETRATIONS OF POVERTY WERE LOCATED IN URBAN AREAS.
- LIZABETH SCHORR, NOTED HARVARD UNIVERSITY PROFESSOR, RESEARCHER AND AUTHOR, NOTES AN ALARMING TREND: IN ONLY 10 YEARS BETWEEN 1970 AND 1980, THE NUMBER OF PEOPLE LIVING IN IMPOVERISHED NEIGHBORHOODS IN OUR COUNTRY'S FIVE LARGEST CITIES INCREASED BY 58% WHILE THOSE LIVING IN AREAS OF EXTREME POVERTY ROSE A SHOCKING 182%.
- YET OF AMERICA'S "PERSISTENT POOR," NEARLY ONE-THIRD LIVE IN PREDOMINATELY RURAL AREAS ... MANY IN OUR SOUTHERN STATES.

## WHO ARE AMERICA'S "TEMPORARY" POOR?

THEY ARE THOSE AMONG US WHO MAY EXPERIENCE ONE OR TWO BAD YEARS ... WHO EXPERIENCE POVERTY AS A TEMPORARY CIRCUMSTANCE RATHER THAN THOSE OF US WHO HAVE BECOME A PERMANENT PART OF THE "CULTURE OF POVERTY" ... THEY ARE, BY AND LARGE, LITTLE DIFFERENT THAN OTHER PEOPLE ...

THEY ARE MOSTLY YOUNG, BUT THEY ARE ALSO ELDERLY ...

THEY ARE PREDOMINATELY WHITE, BUT THEY ARE ALSO "PEOPLE OF COLOR" ...

MORE OFTEN THAN NOT THEY ARE WOMEN, BUT THEY ARE ALSO YOUNG MEN ...

AND WHILE MOST OF THEM LIVE IN OUR INNER-CITIES,

MANY STILL LIVE IN IMPOVERISHED RURAL AREAS.

AND THEY ARE ALL OF US WHO ARE JUST ONE JOB LOSS ... OR ONE CATASTROPHIC ILLNESS ... OR PERHAPS ONE DEVASTATING FINANCIAL SETBACK AWAY FROM POVERTY.

## WHO ARE AMERICA'S "PERSISTENT" POOR?

THEY ARE THOSE AMONG US WHO LIVE IN POVERTY YEAR AFTER YEAR ... THOSE OF US WHO CARRY THE HEAVIEST OF OUR COUNTRY'S BURDENS ... THOSE OF US WHO FACE THE GREATEST SOCIO-ECONOMIC BARRIERS TO SELF-SUFFICIENCY ..... AND THEY ARE HEAVILY CONCENTRATED IN TWO OVERLAPPING GROUPS:

THEY ARE PREDOMINATELY AFRICAN-AMERICANS

AND MEMBERS OF HOUSEHOLDS HEADED BY SINGLE FEMALES.

## THE GROWTH OF AMERICA'S UNDERCLASS

### WHAT ARE THE CONTRIBUTING FACTORS?

#### THE DEVELOPMENT AND PERPETUATION OF A "DUAL LABOR MARKET."

--- THE PLIGHT OF AMERICAN WOMEN AND CHILDREN IS NOT COINCIDENTALLY LINKED TO THEIR ROLE IN THIS COUNTRY SINCE THE BEGINNING.

THE HISTORIC NOTION THAT WOMEN, CHILDREN AND SLAVES WERE THE "PROPERTY" OF THEIR HUSBANDS, FATHERS AND "MASTERS" HAS PERSISTED IN SOME FORM OR ANOTHER FOR WELL OVER TWO HUNDRED YEARS.

WOMEN AND CHILDREN, WHEN RURAL AMERICA WAS PRIMARILY DEPENDENT UPON FARMING, WERE A ECONOMIC ASSET TO THE FAMILY LABOR FORCE, BUT RARELY WERE THEY VIEWED AS THE PRIMARY MEANS OF FAMILY SUPPORT.

AS WOMEN GRADUALLY BEGAN ENTERING THE WORK FORCE OUTSIDE THE HOME, FIRST AS AGRICULTURAL WORKERS, THEN AS TEXTILE WORKERS, AND MORE RECENTLY AS OFFICE WORKERS, THEY WERE, AND CONTINUE TO BE, FOR THE MOST PART, CONSIDERED PRIMARILY "SECONDARY WORKERS."

--- THE RESULT HAS BEEN THE DEVELOPMENT OF A DUAL LABOR MARKET ... ONE IN WHICH OCCUPATIONS WHICH ARE CHARACTERISTICALLY FEMALE-DOMINATED PAY CONSIDERABLY LESS AND HAVE FAR FEWER OPPORTUNITIES FOR ADVANCEMENT THAN THOSE THAT ARE MALE-DOMINATED.

AND WHEN WOMEN DO ENTER PREDOMINATELY MALE OCCUPATIONS AND PROFESSIONS, THEY ARE OFTEN THE LAST HIRED AND THE FIRST FIRED.

THE DUAL LABOR MARKET CONTINUES TO CONTRIBUTE TO THE PHENOMENA THAT IS NOW BEING REFERRED TO AS THE "FEMINIZATION OF POVERTY."

#### A PUBLIC WELFARE SYSTEM THAT REQUIRES FAMILIES (PRIMARY WOMEN) WITH CHILDREN TO LIVE BELOW THE FEDERAL POVERTY LEVEL AS A CONDITION OF ELIGIBILITY FOR FINANCIAL ASSISTANCE.

--- THE FEDERAL POVERTY LINE IS BASED ON A RELATIVELY SIMPLE FORMULA; THREE TIMES THE MINIMAL COST OF FEEDING A FAMILY OF FOUR AS DETERMINED BY THE U.S.D.A. AND BASED ON A "THRIFTY FOOD PLAN" THAT IS ACKNOWLEDGED TO BE INADEQUATE TO MEET

LONG-TERM NUTRITIONAL NEEDS. THE POVERTY LINE, THEREFORE, IDENTIFIES ONLY THE VERY POOREST OF POOR FAMILIES.

ALTHOUGH AID TO FAMILIES WITH DEPENDENT CHILDREN (AFDC) IS A FEDERAL ENTITLEMENT PROGRAM, IT IS THE INDIVIDUAL STATE, NOT THE FEDERAL GOVERNMENT, THAT DETERMINES THE AMOUNT OF ASSISTANCE A FAMILY RECEIVES.

--- NO STATE, WITH THE POSSIBLE EXCEPTION OF ALASKA, PROVIDES ASSISTANCE THAT ALLOWS A FAMILY TO LIVE ABOVE THE FEDERAL POVERTY LINE. THEREFORE, WHAT SHOULD BE A SOCIAL "SAFETY NET" FOR FAMILIES WITH CHILDREN HAS BECOME A "TRAP."

A "TRAP" THAT HOLDS WOMEN AND CHILDREN "HOSTAGE" TO A FAILED SYSTEM.

#### A HUMAN SERVICE SYSTEM THAT SERVES THE "OTHERCLASS" BETTER THAN THE "UNDERCLASS".

##### --- HOW IT EVOLVED ...

OVER THE YEARS, A VARIETY OF FOUNDATIONS AND OTHER PHILANTHROPIC ORGANIZATIONS HAVE JOINED GOVERNMENT AGENCIES IN FUNDING AN ARRAY OF HUMAN SERVICE PROGRAMS THROUGHOUT THE COUNTRY AIMED AT HELPING AMERICA'S POOR AND DISADVANTAGED.

AS A RESULT, LITERALLY BILLIONS UPON BILLIONS OF DOLLARS ARE FUNNELED THROUGH VARIOUS ADMINISTRATIVE AND PROVIDER AGENCIES ANNUALLY.

IF SO MUCH MONEY GOES INTO PROGRAMS TO HELP THE DISADVANTAGED, NOW HAVE WE MANAGED TO CREATE A PERMANENT AND GROWING UNDERCLASS?

##### --- HOW IT WORKS ...

IT CAN GENERALLY BE SAID THAT FROM TIME TO TIME ALL OF US FACE ONE OR MORE CIRCUMSTANCES THAT THREATEN OUR HEALTH, OUR SAFETY OR OUR WELL-BEING. GENERALLY WE CAN RIDE THEM OUT, AND WITH A LITTLE LUCK, REGAIN OUR BALANCE AND MOVE FORWARD.

ALL TOO OFTEN, HOWEVER, SOME OF US ARE UNFORTUNATE ENOUGH TO BE CONFRONTED BY A BARRAGE OF BARRIERS WHICH TEND TO "CLUSTER" AND PERSIST OVER TIME. ... AS THE OBSTACLES MULTIPLY, WE EVENTUALLY LOSE OUR BEARINGS AND SLOWLY SLIP INTO POVERTY.

IF WE ARE UNFORTUNATE ENOUGH TO COME FACE TO FACE WITH A MAJOR CRISIS IN OUR LIFE, AND WILL BENEFIT FROM ONE OR MORE HUMAN SERVICES, WE CAN PROBABLY FIND A WIDE RANGE OF



ASSISTIVE DEVICES, SERVICES AND RESOURCES FROM WHICH TO CHOOSE.

AND TO MAKE THOSE CHOICES, WE NEED THE ABILITY TO PAY FOR WHAT WE CHOOSE ... AND IF WE CAN'T, WE LOSE OUR RIGHT OF CHOICE.

BUT WHAT DO POOR PEOPLE HAVE THE LEAST OF? MONEY!

AND WHAT DO THEY GET THE MOST OF? ..... SERVICES!

THE MORE THEY NEED GOODS AND SERVICES THEY CANNOT PAY FOR, THE MORE THEIR LIVES ARE GOVERNED BY OTHER PEOPLE ... PEOPLE WHO HAVE THE POWER TO GIVE OR WITHHOLD WHAT THEY NEED.....

AND THE MORE THAT HAPPENS, THE MORE LIKELY IT IS THAT THEY WILL SLIP INTO "UNDERCLASS" AMERICA.

--- WHO, THEN, ARE THE MEMBERS OF AMERICA'S UNDERCLASS? ...

THEY ARE THOSE OF US WHO NEED.....

THOSE OF US WHO ARE FORCED INTO THE ROLE OF A CO-DEPENDENT...

THOSE OF US WHO MUST RELY ON SOMEONE ELSE WHO HAS THE POWER  
TO DECIDE WHAT WE NEED,

TO GIVE US WHAT WE NEED,

AND TO KEEP US NEEDING IT.

WE ARE MEMBERS OF THE "UNDERCLASS"...EITHER TEMPORARILY AND CIRCUMSTANTIALLY ..... OR ..... CHRONICALLY AND PERMANENTLY.

WE ARE THOSE OF US WHO NO LONGER HAVE CONTROL OVER OUR OWN LIVES BECAUSE WE CANNOT HOPE TO BE ABLE TO PAY FOR THE SERVICES, CONSUMABLES AND TECHNOLOGIES WE NEED TO SURVIVE AND LIVE A DECENT LIFE.

WE ARE THOSE OF US WHO, BY VIRTUE OF CIRCUMSTANCE OR BIRTH HAVE BECOME "CAUGHT" IN THE VAST HUMAN SERVICE SYSTEM.

--- WHERE DO THE HUMAN SERVICE DOLLARS GO? .....

THERE ARE LITERALLY BILLIONS OF PUBLIC AND PRIVATE DOLLARS FLOWING THROUGH THE HUMAN SERVICE SYSTEM ... DOLLARS TARGETED TO IMPROVE THE LIVES OF AMERICA'S POOR AND DISADVANTAGED.

BUT WHERE DO THOSE DOLLARS ACTUALLY GO? .... FROM 1960 TO 1985, PUBLICLY FUNDED CASH ASSISTANCE TO THE POOR GREW ONLY 105% IN REAL TERMS .....

WHILE PUBLIC FUNDS FOR SERVICES TO THE POOR INCREASED 1,760%.

BUT, THE MONEY DOES NOT GO TO THE CONSUMERS OF THOSE SERVICES SO THEY CAN PURCHASE WHAT THEY WANT AND NEED ....

THE MONEY GOES DIRECTLY TO THE PROVIDERS OF THE SERVICES AND THE ADMINISTRATIVE AGENCIES WHO OVERSEE THEIR EFFORTS.

THE MONEY GOES TO THOSE WHO ARE BEING PAID TO ASSUME "OWNERSHIP" OF THE INDIVIDUAL AND COLLECTIVE PLIGHT OF AMERICA'S "UNDERCLASS" AND TO "MANAGE" THEIR LIVES.

--- HOW DID THAT HAPPEN? .....

OUR ECONOMY HAS UNDERGONE NUMEROUS DRAMATIC CHANGES OVER THE PAST TWO HUNDRED YEARS. WE HAVE MADE THE TRANSITION FROM A PRIMARILY AGRICULTURAL ECONOMY TO ONE THAT WAS BASED ON THE MANUFACTURE OF GOODS AND MATERIALS. AS FOREIGN COMPETITION TOOK ITS TOLL ON THE LABOR MARKET AND AS THE RAW MATERIALS NEEDED TO SUSTAIN LARGE SCALE MANUFACTURING BECAME MORE LIMITED AND EXPENSIVE, THE ECONOMY SHIFTED ONCE AGAIN.

IN 1880, A LITTLE OVER 100 YEARS AGO, 80% OF PAID WORKERS PRODUCED GOODS AND MATERIALS WHILE ONLY 20% PROVIDED SERVICES. SOME LABOR ECONOMISTS NOW PREDICT THAT BY THE YEAR 2000, 90% OF PAID WORKERS WILL BE PROVIDING SERVICES, AND ONLY 10% WILL BE PRODUCING GOODS AND MATERIALS.

WHAT THAT MEANS IS THAT IN ORDER TO KEEP THE SERVICE ECONOMY GOING, WE NEED A STEADY SOURCE OF PEOPLE WHO NEED US ... WE NEED CONSUMERS OF SERVICES.

IT MEANS THAT WE NEED A PERMANENT AND EVER-EXPANDING AMERICAN "UNDERCLASS" TO KEEP THE "OTHERCLASS" PROSPEROUS ...

IT MEANS WE NEED TO MAINTAIN A CO-DEPENDENT "UNDERCLASS" - "OTHERCLASS" IN ORDER TO SUSTAIN OUR ECONOMIC BALANCE.

--- THEN WHO IS THE "OTHERCLASS?" .....

IT IS THE PROVIDER SIDE OF HUMAN SERVICES!

**IT IS THE PROVIDER ... NOT THE CONSUMER ... WHO HAS HAR-  
NESSED OUR HUMAN SERVICE DOLLARS ... AND THE POWER THAT GOES  
WITH THEM.**

**IT MEANS THAT OUR CONSUMERS HAVE BECOME "TRAPPED" AND POWER-  
LESS IN THE VERY SYSTEM THAT WAS CREATED TO HELP THEM.**

**IT MEANS THAT MILLIONS OF US MAKE A DECENT LIVING BY DECIDING  
WHAT KIND OF PROBLEMS OUR "UNDERCLASS" CO-DEPENDENTS HAVE,  
WHAT FAILURES AND SHORTCOMINGS WE CAN LAY AT THEIR FEET AND  
WHAT KIND OF SERVICES WE CAN DEVELOP TO "SLOT THEM INTO."**

**AND AS WE HAVE COME TO VIEW OUR CONSUMERS AS PEOPLE WITH A  
PROBLEM, WE HAVE ALSO BEGAN TO VIEW THEM AS THE PROBLEM.**

**SO AS IT TURNS OUT, IT IS THE "OTHERCLASS", NOT THE "UNDER-  
CLASS", WHO ULTIMATELY KEEPS THEM DEPENDENT BECAUSE WITHOUT  
THEM WE WILL NOT GROW .... AND PROSPER .... AND CONTINUE TO  
GROW AND PROSPER.**

**--- WHERE HAS THAT LED US? .....**

**FORTUNATELY, OR UNFORTUNATELY AS THE CASE MAY BE, WE HAVE  
BECOME SO SUCCESSFUL AT CREATING AND PERPETUATING A HUMAN  
SERVICE SYSTEM THAT KEEPS VAST NUMBERS OF OUR CONSUMERS  
DEPENDENT THAT WE CAN NO LONGER FINANCIALLY AFFORD TO MAIN-  
TAIN IT ... IT HAS BECOME PROHIBITIVELY COSTLY.**

**THERE SIMPLY ARE NOT ENOUGH DOLLARS TO KEEP THE HUMAN SERVICE  
SYSTEM GOING. IN THE NOT SO DISTANT FUTURE, OUR NATION'S  
HEALTH CARE COSTS ALONE WILL EXCEED OUR GROSS NATIONAL  
PRODUCT.**

**AT THE SAME TIME, "UNDERCLASS" AMERICANS HAVE GROWN RESENTFUL  
AND ANGRY BECAUSE OF THEIR POWERLESSNESS ...**

**BECAUSE THEY ARE UNABLE TO LIVE DECENTLY WHILE THE  
"OTHERCLASS" PROSPERS FROM THEIR HOPELESS PLIGHT.**

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## WHAT CAN WE DO?

### HOW CAN WE TURN OUR DYSFUNCTIONAL SOCIO-ECONOMIC SYSTEM AROUND?

GIVEN THAT CHILDREN ARE AMONG THE POOREST OF AMERICA'S POOR, IF WE ARE TO HAVE ANY HOPE OF BREAKING THE CYCLE OF DISADVANTAGE AND INTERRUPTING THE "INTER-GENERATIONAL TRANSMISSION OF POVERTY," WE MUST LOOK DEEPLY AT THE IMPACT OF POVERTY ON OUR CHILDREN AND YOUTH ... AND WE MUST FIGURE OUT HOW TO BREAK THE CYCLE.

--- AFTER EXAMINING AND ANALYZING EXTENSIVE CROSS-CULTURAL, MULTI-DISCIPLINARY AND LONGITUDINAL RESEARCH, LIZABETH SCHORR FOUND THAT .....

"PERSISTENT POVERTY VIRTUALLY GUARANTEES THE PRESENCE OF A VAST COLLECTION OF RISK FACTORS AND THEIR CONTINUING DESTRUCTIVE IMPACT OVER TIME. ADVERSE ENVIRONMENTAL CONDITIONS, ALL OF WHICH CONTRIBUTE TO POOR DEVELOPMENTAL AND ULTIMATE ADULT OUTCOMES FOR THOSE SUBJECTED TO THEM TEND TO CLUSTER AROUND POVERTY."

### WHAT CONDITIONS ARE IN THAT "CLUSTER?"

#### SCHOOL FAILURE

- TODAY, ONE OUT OF EVERY FOUR AMERICAN SCHOOL-AGE CHILDREN DROP OUT OF SCHOOL BEFORE HE OR SHE GRADUATES ... AND THAT IS THE NATIONAL AVERAGE ... IN SOME OF OUR AMERICAN CITIES, THE DROP-OUT RATE IS 50% OR GREATER, AND DAILY ATTENDANCE IS NO BETTER.
- CHILDREN WHO LIVE IN PERSISTENT POVERTY ARE THREE TIMES MORE LIKELY TO DROP OUT OF SCHOOL THAN THEIR MORE AFFLUENT COUNTERPARTS.
- SCHOOL DROPOUTS ARE 7 1/2 TIMES AS LIKELY TO BECOME DEPENDENT UPON PUBLIC ASSISTANCE, 6 TIMES MORE LIKELY TO BECOME UNMARRIED PARENTS, 3 1/2 TIMES AS LIKELY TO BE ARRESTED, TWICE AS LIKELY TO BE UNEMPLOYED AND TWICE AS LIKELY TO HAVE CHILDREN WHO CANNOT READ.
- YOUNGSTERS WITH POOR READING AND MATH SKILLS ARE FOUR TIMES MORE LIKELY TO BE DEPENDENT UPON PUBLIC ASSISTANCE AND EIGHT TIMES AS LIKELY TO HEAD SINGLE PARENT FAMILIES AS THOSE WITH STRONG ACADEMIC SKILLS.

- THE LIKELIHOOD OF FALLING BEHIND ACADEMICALLY IS INCREASED BY 2% FOR EVERY YEAR A CHILD LIVES IN POVERTY ... NEARLY 25% OVER THE COURSE OF 12 YEARS.
- OVER 50% OF AMERICA'S HIGH SCHOOL GRADUATES ARE UNABLE TO READ WELL ENOUGH TO COMPLETE EVEN MODERATELY COMPLEX TASKS AND 80% HAVE INADEQUATE WRITING SKILLS.

#### TEENAGE PARENTING

- THERE ARE OVER ONE MILLION CHILDREN HAVING CHILDREN IN THIS COUNTRY EACH YEAR ...ONE IN EVERY TEN TEENAGE GIRLS.
- A TEENAGE MOTHER WILL EARN LESS THAN HALF THE INCOME OF WOMEN WHO BECOME MOTHERS LATER ... MOST TURN TO PUBLIC ASSISTANCE FOR SUPPORT ... OF ALL MOTHERS UNDER AGE 30 RECEIVING AFDC, 71% BEGAN THEIR CHILDBEARING AS TEENAGERS.
- THE YOUNGER A MOTHER WHEN SHE BEGINS CHILDBEARING, THE MORE CHILDREN SHE IS LIKELY TO HAVE.
- FATHERS OF CHILDREN BORN TO TEEN MOTHERS ARE ALSO OFTEN IN THEIR TEENS OR EARLY TWENTIES, AND MORE OFTEN THAN NOT, ARE UNABLE TO EARN ENOUGH TO SUPPORT A FAMILY.
- BEFORE THEY REACH THE AGE OF 9, 70% OF CHILDREN BORN TO TEEN MOTHERS WILL HAVE SPENT PART OF THEIR CHILDHOOD IN A SINGLE-PARENT HOUSEHOLD, HEADED BY SOMEONE WHOSE PREPARATION FOR ADULT LIFE HAS BEEN RUDELY INTERRUPTED.

#### SINGLE PARENTING

- CHILDREN LIVING WITH THEIR MOTHERS IN SINGLE-PARENT HOMES IN THIS COUNTRY ARE FOUR TIMES MORE LIKELY TO BE POOR THAN THOSE IN TWO PARENT HOMES.
- IN 1986 FULLY 80% OF CHILDREN LIVING IN YOUNG, SINGLE-PARENT HOUSEHOLDS WERE POOR.

#### CRIME AND VIOLENCE

- IMPOVERISHED NEIGHBORHOODS BREED CRIME AND VIOLENCE AND THOSE WHO LIVE IN THEM ARE BOTH MORE FREQUENT PERPETRATORS AND MORE FREQUENT VICTIMS OF CRIME THAN THEIR MORE AFFLUENT NEIGHBORS.
- CHILDREN ARE NO STRANGERS TO CRIME AND VIOLENCE ... ACCORDING TO WELSLEY SKOGAN, A SOCIOLOGIST AT NORTHWESTERN UNIVERSITY IN CHICAGO, THE PEAK AGE FOR PROPERTY CRIME ARRESTS IS 16 AND FOR VIOLENT CRIME, 18. HE CONCLUDES, "CRIME IS A YOUNG MAN'S GAME" ... THE TYPICAL VIOLENT OFFENDER COMMITS HIS

FIRST CRIME BEFORE THE AGE OF 16 AND VIRTUALLY ALL CHRONIC OFFENDERS WERE ONCE JUVENILE OFFENDERS.

- YOUNG CHILDREN ARE ALSO VULNERABLE ... BLACK CHILDREN ARE THREE TIMES MORE LIKELY THAN WHITE CHILDREN TO BE MURDERED BETWEEN THE TIME THEY ENTER KINDERGARTEN AND THEIR 9TH BIRTHDAY.

#### UNEMPLOYMENT AND SALARY INEQUITIES

- VAST NUMBERS OF YOUNG AMERICAN'S ARE ILL-PREPARED TO ENTER THE JOB MARKET ... THEY LACK EVEN THE BASIC SKILLS NECESSARY TO ENTER THE WORK FORCE.
- ONE-FIFTH OF THE NATION'S WORKFORCE IS UNABLE TO READ ABOVE THE 8TH GRADE LEVEL ALTHOUGH A CROSS SECTION OF AMERICAN JOBS REQUIRE READING COMPREHENSION AT THE 9TH GRADE LEVEL.
- AS THE SERVICE INDUSTRY BECOMES INCREASINGLY HIGH-TECH, FEWER AND FEWER POOR CHILDREN WILL BE PREPARED TO ENTER THE WORK FORCE ... IF THEY ARE, THEY WILL BE PREPARED ONLY TO TAKE LOW-PAYING, MENIAL JOBS ... JOBS WITHOUT A FUTURE.
- DUE TO THE DUAL LABOR MARKET, WOMEN, WHO ARE OVERREPRESENTED AMONG OUR NATION'S POOR, ARE LESS LIKELY TO RECEIVE EQUITABLE (COMPARABLE) WAGES WHEN THEY DO ENTER THE WORK FORCE ... AND THE LITERALLY MILLIONS OF THEM ARE SUPPORTING FAMILIES ... SOMETIMES INTER-GENERATIONAL FAMILIES, WITHOUT ASSISTANCE.

#### LACK OF AFFORDABLE, QUALITY DAY CARE AND AFFORDABLE, RELIABLE TRANSPORTATION

- THE LACK OF AFFORDABLE, QUALITY DAY CARE FOR THEIR CHILDREN AND THE DIFFICULTY THEY HAVE IN ARRANGING FOR RELIABLE AND AFFORDABLE TRANSPORTATION TO AND FROM WORK ARE TWO OF THE MOST SIGNIFICANT BARRIERS TO EMPLOYMENT ... ESPECIALLY FOR WOMEN, MANY OF WHOM ARE TRYING TO SUPPORT A FAMILY.

THE FINANCIAL COST OF QUALITY DAY CARE IS OUT-OF-REACH FOR ALL BUT OUR MOST FORTUNATE FAMILIES ... AND THE HUMAN COST OF POOR DAY CARE IS UNTHINKABLE.

#### SOCIAL ISOLATION AND DISLOCATION

- SOCIAL ISOLATION IS GREATEST IN POOR NEIGHBORHOODS. IN CRIME-RIDDEN INNER-CITY GHETTOS, VENTURING OUT IS A HIGH RISK ACTIVITY AND PEOPLE ARE FEARFUL. SOCIAL ISOLATION, ALONG WITH THE EFFECTS OF PERSISTENT POVERTY, ARE CLOSELY ASSOCIATED WITH A HIGH INCIDENCE OF CHILD ABUSE AND NEGLECT.



## A LACK OF DECENT, AFFORDABLE HOUSING ... AND HOMELESSNESS

- A RECENT STUDY OF HOMELESS FAMILIES IN NEW YORK CITY REVEALED THAT FAR MORE FAMILIES THAN WOULD HAVE BEEN EXPECTED HAVE AT LEAST ONE EMPLOYED MEMBER ... THEIR EARNINGS ARE SIMPLY INADEQUATE TO SUSTAIN ADEQUATE HOUSING FOR A FAMILY.

## DRUG AND ALCOHOL ABUSE

- IT HAS BEEN ESTIMATED THAT THERE ARE NOW AT LEAST 7 MILLION CHILDREN IN THIS COUNTRY WHO LIVE WITH AN ALCOHOLIC PARENT .... AND THEY ARE FOUR TIMES MORE LIKELY THAN OTHER CHILDREN TO THEMSELVES BECOME ADDICTED.
- THE NATIONAL INSTITUTE ON DRUG ABUSE ESTIMATES THAT OVER 5 MILLION AMERICAN WOMEN OF CHILDBEARING AGE USE SOME TYPE OF ILLEGAL SUBSTANCE ... OVER 1 MILLION OF THESE WOMEN USE COCAINE, AND, BECAUSE OF THE NATURE OF USE, MOST ARE PROBABLY ADDICTED.
- COCAINE EXPOSED BABIES ARE AT SIGNIFICANTLY HIGHER RISK OF SERIOUS AND IRREVERSIBLE HEALTH AND DEVELOPMENTAL CONDITIONS THAN NON-EXPOSED BABIES.

THE HUMAN COST IS INCALCULABLE; IN DOLLARS, THE STATE OF CALIFORNIA ESTIMATED IN 1990 THAT THE HEALTH CARE COSTS ALONE OF CARING FOR THE DRUG EXPOSED INFANTS BORN IN THAT STATE WOULD REACH UPWARDS OF \$1 BILLION.

- IN IMPOVERISHED NEIGHBORHOODS WHERE AN 11 YEAR OLD CAN EARN AS MUCH AS \$200-300 A DAY DEALING DRUGS, (WHICH IS NOT MUCH LESS THAN HIS FAMILY RECEIVES IN PUBLIC ASSISTANCE FOR A MONTH) THE LURE OF DRUG TRAFFICKING AND RELATED ILLEGAL ACTIVITY CAN BE FAR GREATER THAN THE CLASSROOM.

## INADEQUATE AND/OR INACCESSIBLE HEALTH CARE

- POOR MOTHERS ARE LESS LIKELY TO RECEIVE ADEQUATE AND TIMELY PRENATAL CARE .... AND BABIES WHOSE MOTHERS RECEIVE CARE TOO LATE, OR NOT AT ALL, ARE AT SIGNIFICANTLY GREATER RISK OF BEING BORN TOO SMALL OR TOO SOON.

COMPARED WITH NORMAL-WEIGHT BABIES, THOSE WHO ARE BORN TOO SMALL OR TOO SOON ARE:

NEARLY 40 TIMES AS LIKELY TO DIE IN THE FIRST MONTH OF LIFE,

MORE LIKELY TO BE BORN WITH SERIOUS IMPAIRMENTS, AND

MORE LIKELY TO DIE WITHIN THEIR FIRST YEAR OF LIFE.

## WHAT CAN WE DO TO BREAK THE CYCLE OF DISADVANTAGE?

### 1. FIRST, WE MUST STOP BLAMING THE VICTIM.

--- WE MUST STOP TALKING ABOUT "TARGET POPULATIONS" ... AND  
START TALKING ABOUT "TARGET BARRIERS" ....

WE MUST STOP TARGETING PEOPLE WITH PROBLEMS AND START TARGET-  
ING THE PROBLEMS THEMSELVES ...

WE MUST DEVELOP EFFECTIVE INTERVENTIONS THAT ELIMINATE THE  
BARRIERS TO ECONOMIC SELF-SUFFICIENCY AND SOCIAL JUSTICE.

### 2. WE MUST DEVELOP EFFECTIVE INTERVENTIONS THAT WILL ELIMINATE THE ADVERSE CONDITIONS THAT "CLUSTER" AROUND POVERTY.

BARRIERS TO QUALITY EDUCATION

BARRIERS THAT RESULT IN TEENAGE PARENTING

BARRIERS THAT ENCOURAGE SINGLE PARENTING

BARRIERS IMPOSED BY CRIME AND VIOLENCE

BARRIERS TO EMPLOYMENT AND "COMPARABLE WORTH" COMPENSATION

BARRIERS THAT PROMOTE SOCIAL ISOLATION AND DISLOCATION

BARRIERS TO ADEQUATE, AFFORDABLE HOUSING

BARRIERS TO AFFORDABLE, QUALITY CHILD CARE ...

AND RELIABLE, AFFORDABLE TRANSPORTATION

BARRIERS RELATED TO DRUG AND ALCOHOL ABUSE

BARRIERS TO QUALITY, AFFORDABLE AND ACCESSIBLE HEALTH CARE

### 3. WE MUST STOP BELIEVING THAT IMPOVERISHED FAMILIES ARE DYSFUNCTIONAL.

--- WE MUST BEGIN TO SEE THEM AS THEY ARE ....AS FAMILIES STRUG-  
GLING TO SURVIVE IN A SOCIETY THAT HAS BECOME DYSFUNCTIONAL.



4. WE MUST FIND WAYS OF EMPOWERING AND ENABLING OUR UNDERCLASS POOR TO TAKE CHARGE OF THEIR OWN LIVES ... AND THE NEIGHBORHOODS AND COMMUNITIES IN WHICH THEY LIVE.

--- CONSUMERS CANNOT BE EMPOWERED UNLESS AND UNTIL THEY ACHIEVE VISIBILITY AND VOICE .... UNTIL THEY CAN EXERT INFLUENCE IN THEIR OWN COMMUNITIES AND OVER THEIR OWN LIVES.

THEY MUST BECOME FULL PARTNERS IN THE DEVELOPMENT, DESIGN, DELIVERY AND EVALUATION OF COMMUNITY, GOVERNMENTAL AND/OR PRIVATE EFFORTS TO ELIMINATE THE BARRIERS THAT HOLD THEM HOSTAGE TO POVERTY AND DEPENDENCY.

--- WE MUST SEEK THE PARTICIPATION OF UNDERCLASS AMERICANS AS FULL AND VIABLE PARTNERS IN THE PROCESS OF RESTORING SOCIAL AND ECONOMIC JUSTICE IN OUR COMMUNITIES.

--- THE UNDERCLASS POOR MUST BE ACKNOWLEDGED AS THE TALENTED AND RESOURCEFUL PEOPLE THEY ARE.

5. GOVERNMENT BUREAUCRACIES, AND THE PROGRAMS AND SERVICES THEY ARE RESPONSIBLE FOR, MUST CHANGE HOW THEY DO BUSINESS.

--- MORE OFTEN THAN NOT, FEDERAL REGULATIONS ARE MORE "PROCESS-DRIVEN" THAN "OUTCOME-DRIVEN" ... THEY MUST BECOME MORE CONCERNED ABOUT GETTING RESULTS.

SO MUCH OF A STATE'S RESOURCES (STAFF, MONEY, EQUIPMENT, SUPPORT SERVICES, ETC.) ARE SIPHONED OFF IN ADMINISTRATIVE COSTS RELATED TO MEETING FEDERAL "HOW-TO" REQUIREMENTS THAT TOO FEW OF THE RESOURCES ARE LEFT FOR PROGRAMS AND SERVICES.

THE PREPONDERANCE OF OUR HUMAN SERVICE DOLLARS SHOULD MEET THE CONSUMER "FACE TO FACE."

--- FEDERAL REIMBURSEMENT PROGRAMS SHOULD "REWARD" STATES ON THE BASIS OF THEIR PERFORMANCE.

STATES SHOULD BE REIMBURSED AT A HIGHER RATE FOR SERVICES THAT LEAD TO FAVORABLE CONSUMER OUTCOMES ... SUCH AS EARLY INTERVENTION AND PREVENTION SERVICES ... AND AT A LOWER RATE FOR THOSE THAT DO NOT.

--- FEDERAL PROGRAMS THAT "FUND FAILURE AND UNFUND SUCCESS" SHOULD BE TURNED AROUND ... INCENTIVES MUST MATCH DESIRED OUTCOMES.

--- THE FEDERAL FUNDING OF TOO MANY HUMAN SERVICE PROGRAMS "REWARD" STATES FOR ASSUMING "OWNERSHIP" OF OTHER PEOPLES PROBLEMS AND FOR TAKING ON THE RESPONSIBILITY OF "MANAGING" THEM.

PUBLICLY AND PRIVATELY FUNDED HUMAN SERVICES SHOULD RECOGNIZE AND "REWARD" SUCCESS IN ENABLING AND EMPOWERING OUR UNDER-CLASS POOR TO BECOME FREE OF DEPENDENCY ON THE SYSTEM AND EXPERTS IN SELF-MANAGEMENT.

6. PUBLIC "WELFARE" PROGRAMS SHOULD BE A "SAFETY-NET" FOR PEOPLE WHOSE INCOMES ARE INADEQUATE TO ENSURE A DECENT STANDARD OF LIVING ... NOT A NET TO SNARE THEM AND HOLD THEM HOSTAGE TO TO AN INEFFECTIVE SYSTEM.

FOR EXAMPLE, IN SANGAMON COUNTY, ILLINOIS, A MOTHER AND HER THREE SCHOOL-AGE CHILDREN RECEIVE AN AFDC GRANT IN THE AMOUNT OF OF \$403 PER MONTH TO COVER THE COSTS OF HOUSING, UTILITIES, FOOD, CLOTHING, SCHOOL EXPENSES, TRANSPORTATION, AND THE GENERAL COSTS OF RUNNING A HOUSEHOLD. THAT IS A MERE \$4,836 A YEAR ... OR \$3.33 PER PERSON, PER DAY.

IN ADDITION, THE FAMILY'S MEDICAL BENEFITS WILL PAY FOR THOSE SERVICES COVERED BY MEDICAID IN ILLINOIS (THE KINDS OF SERVICES AND AMOUNT OF COVERAGE VARIES FROM STATE TO STATE).

THE FAMILY WILL ALSO PROBABLY BE ELIGIBLE FOR FOOD STAMPS, BUT NOT THE MAXIMUM AMOUNT OF \$370 PER MONTH BECAUSE THEIR AFDC GRANT WILL BE DEDUCTED IN THE CALCULATION.

GIVEN THE MAXIMUM AFDC GRANT AND SUPPOSING THEY COULD GET THE MAXIMUM FOOD STAMP ALLOTMENT (WHICH THEY COULD NOT), THIS MOTHER AND HER THREE CHILDREN WOULD HAVE LESS THAN \$9,000 A YEAR, OR \$6.16 PER PERSON, PER DAY TO LIVE ON (NOT COUNTING MEDICAID BENEFITS).

IF SHE WERE TO GET A JOB AT MINIMUM WAGE (\$4.25 PER HOUR), WORK 50 HOURS A WEEK, AND RECEIVE NO EMPLOYMENT-RELATED OR OTHER BENEFITS, THE FAMILY WOULD HAVE SLIGHTLY OVER \$11,000 A YEAR TO LIVE ON (BEFORE TAXES) ... OR \$7.57 PER PERSON, PER DAY ... FOR EVERYTHING.

THE ADDITIONAL \$2,000 A YEAR SHE WOULD GAIN FROM WORKING WOULD NOT BEGIN TO COVER EVEN THE MINIMAL ADDITIONAL WORK-RELATED EXPENSES OF CHILD CARE.

IF THIS MOTHER COULD WORK A 40 HOUR WEEK AT A MINIMUM WAGE JOB, EARN \$8,840 BEFORE TAXES, AND CONTINUE TO RECEIVE THE SAFETY-NET AMOUNT OF \$9,000 A YEAR (AN AMOUNT EQUIVALENT TO AFDC AND FOOD STAMPS), AND IF HER FAMILY COULD CONTINUE TO BE ELIGIBLE FOR MEDICAID, SHE MIGHT COME CLOSER TO ENSURING A DECENT LEVEL OF LIVING FOR HERSELF AND HER CHILDREN ... AND THEY WOULD STILL HAVE LESS THAN \$18,000 A YEAR TO LIVE ON.

7. WE MUST FIGURE OUT WAYS TO GET MORE OF THE HUMAN SERVICE DOLLARS INTO IMPOVERISHED COMMUNITIES WHERE POOR PEOPLE LIVE.

--- SINCE HUMAN SERVICE DOLLARS GO PRIMARILY TO THE PROVIDERS OF SERVICES AND THE ADMINISTRATIVE AGENCIES EMPOWERED TO OVERSEE THEM, COMPARATIVELY LITTLE MONEY FINDS ITS WAY DIRECTLY TO IMPOVERISHED CONSUMERS.

AND WHERE DO THE PEOPLE WHO WORK IN THESE PROVIDER AND ADMINISTRATIVE AGENCIES LIVE ... AS FAR AWAY FROM THE GHETTO AS THEIR SALARIES WILL TAKE THEM.

AND WHERE DO THEY SPEND THEIR MONEY? USUALLY WITHIN A FEW MILES OF WHERE THEY LIVE ... FEW GO SHOPPING IN POOR NEIGHBORHOODS.

AND WHAT ABOUT ALL OF THE PEOPLE WHO RENT OFFICE SPACE TO THESE AGENCIES, AND SELL THEM THEIR EQUIPMENT AND SUPPLIES AND AGENCY CARS, AND PROVIDE CONTRACTUAL SERVICES FOR THEM? WHERE DO YOU SUPPOSE THEY LIVE? ... THEY ALSO LIVE AS FAR AWAY FROM THE GHETTO AND THEIR PART OF THE MONEY WILL TAKE THEM.

SO WHAT HAPPENS? THE IMPOVERISHED NEIGHBORHOODS AND COMMUNITIES STAY POOR WHILE THE COMMUNITIES WHERE THE PROVIDERS OF SERVICES AND THEIR ASSOCIATES LIVE ENJOY RELATIVE PROSPERITY.

PROGRAMS THAT CONTRACT WITH MINORITY BUSINESSES WHO EMPLOY RESIDENTS OF IMPOVERISHED COMMUNITIES SHOULD BE ENCOURAGED.

--- THERE ARE EXTREMELY TALENTED AND RESOURCEFUL PEOPLE IN POOR COMMUNITIES ... FOR THE MOST PART, HOWEVER, THEIR TALENTS ARE UNRECOGNIZED BY THE PROVIDER SIDE OF HUMAN SERVICES.

PROGRAMS THAT HIRE INDIGENOUS PEOPLE TO SERVE AS CONSULTANTS AND STAFF WILL GO A LONG WAY IN IMPROVING THE EFFECTIVENESS OF THEIR SERVICES ... AND, AT THE SAME TIME, CAN SHIFT SOME OF THE HUMAN SERVICE DOLLARS TO THE POOR COMMUNITY.

8. BUSINESSES AND CORPORATIONS, LARGE AND SMALL, SHOULD RECOGNIZE THAT THEY CAN MAKE A DIFFERENCE IF THEY ARE WILLING TO SHARE THEIR POWER AND RESOURCES WITH THEIR UNDERCLASS NEIGHBORS.

--- POWER IS INFORMATION

--- POWER IS KNOWLEDGE, SKILL AND EXPERTISE

- POWER IS ACCESS
- POWER IS FUNDING AND ACCESSING FUNDS
- POWER IS COMMITMENT, TIME AND ENERGY
- RESOURCES ARE PEOPLE AND THEIR EXPERTISE
- RESOURCES ARE DONATED GOODS, MATERIALS AND EQUIPMENT
- RESOURCES ARE FUNDS
- RESOURCES ARE SERVICES

WHAT CAN CORPORATE AMERICA DO  
TO HELP BREAK THE CYCLE OF DISADVANTAGE?

THERE ARE AT LEAST FIVE MAJOR AREAS IN WHICH CORPORATE AMERICA CAN MAKE SIGNIFICANT CONTRIBUTIONS TO THE RESTORATION OF SOCIAL AND ECONOMIC JUSTICE IN THIS COUNTRY:

- LEADERSHIP
- SUPPORT
- FUNDING
- DIRECT RESPONSE INITIATIVES
- COMMUNITY FORUMS, COLLABORATIONS,  
NETWORKS AND PARTNERSHIPS.

## CORPORATE LEADERSHIP

- CORPORATE AMERICA, DO NOT WAIT FOR GOVERNMENT BUREAUCRACIES TO PROVIDE THE NECESSARY LEADERSHIP.

BUREAUCRACIES ARE CUMBERSOME AND SLOW TO MOVE.

THE NEED IN THIS COUNTRY HAS BECOME SO GREAT, AND THE DEMANDS UPON HUMAN SERVICE PROGRAMS AND THE PEOPLE WHO WORK IN THEM SO HEAVY, THAT NEARLY ALL OF THEM ARE SIMPLY OVERWHELMED BY TRYING TO OUTDISTANCE THE CRISES.

- WE ARE ALL "STAKEHOLDERS" IN OUR FUTURE AND THE LEADERSHIP CAN BE EFFECTIVELY PROVIDED BY ANYONE WILLING TO MAKE THE INVESTMENT.

THE PEOPLE RESOURCES IN THE BUSINESS COMMUNITY HAVE A WEALTH OF KNOWLEDGE, SKILL, INFORMATION, AND EXPERTISE WITHIN THEIR RANKS. FIND WAYS TO SHARE IT.

### EXAMPLES:

- CREATE A FORUM AT ANY LEVEL (LOCAL, STATE, OR EVEN NATIONAL) TO DETERMINE THE "STATE OF THE CHILD" AND THE "STATE OF THE FAMILY" AND TO DEVELOP STRATEGIES TO IMPROVE THEIR PLIGHT.

HAVING DEVELOPED A PROFILE OF THE "STATE OF THE CHILD" AND THE "STATE OF THE FAMILY," ASK ... "WHAT'S WRONG WITH THIS PICTURE?"

ENGAGE "STAKEHOLDERS" IN STRATEGIC PLANNING .... ESTABLISH PRIORITIES, SET WELL-BEING OUTCOME GOALS, DEVELOP STRATEGIES FOR ACHIEVEMENT AND TIMETABLES FOR ACTION, AND OPERATIONALIZE PLANS FOR IMPLEMENTATION.

MAKE PARTICIPATION INCLUSIVE, RATHER THAN EXCLUSIVE ... SPREAD THE "OWNERSHIP" AND INCLUDE UNDERCLASS CONSUMERS AS PARTICIPANTS AND CONSULTANTS.

"VISUALIZE, MOBILIZE AND ACTUALIZE."

- FOLLOW AND ANALYZE SOCIAL POLICY AND SPEAK OUT FOR WHAT WILL PROMOTE SELF-SUFFICIENCY AND SOCIAL JUSTICE.

INSIST ON CONSUMER AND COMMUNITY EMPOWERMENT THROUGH PARTICIPATION AND THE OPPORTUNITY FOR BONAFIDE INFLUENCE.

DETERMINE WHO IS SERVED BEST, THE "UNDERCLASS" OR THE "OTHERCLASS" AND INSIST THAT THE "UNDERCLASS" REAP THE GREATEST BENEFIT.

VOICE YOUR CONCERNS AND RECOMMENDATIONS [AND ENABLE THE "UNDERCLASS" TO DO SO] TO THE POLITICAL REPRESENTATIVES WHO DEVELOP THE NATION'S PRIORITIES, PROGRAMS AND DIRECTIONS.

TAKE THE LEAD IN YOUR COMMUNITY IN MOVING THE BUSINESS COMMUNITY TOWARD FULL IMPLEMENTATION OF "COMPARABLE WORTH" WAGES, QUALITY ON-SITE DAY CARE, TRANSPORTATION ASSISTANCE, ON-THE-JOB TRAINING, MINORITY RECRUITMENT AND JOB SKILLS PREPARATION, ETC.

RESOURCES:

--- KIDS COUNT DATA BOOK: STATE PROFILES OF CHILD WELL-BEING

AVAILABLE FOR \$12.50 [POSTAGE INCLUDED] BY WRITING TO:

KIDS COUNT  
CENTER FOR THE STUDY OF SOCIAL POLICY  
SUITE 503  
1250 EYE STREET, N.W.  
WASHINGTON, D.C. 20005

--- IS AN INTEGRATED, "CHILD-CENTERED, FAMILY-FOCUSED, COMMUNITY-BASED" PREVENTION SYSTEM POSSIBLE? OR ARE WE JUST "PIPE-DREAMING?"

THIS PAPER EXPLORES THE CREATION OF STATEWIDE AND LOCAL "PEOPLE'S FORUMS," WAYS TO DETERMINE THE "STATE OF THE CHILD" AND THE "STATE OF THE FAMILY," SUGGESTIONS FOR STRATEGIC PLANNING TO IMPROVE WELL-BEING OUTCOMES, TECHNIQUES TO ENABLE AND EMPOWER LOCAL COMMUNITIES TO ASSUME "OWNERSHIP" AND "MANAGEMENT" OF THEIR OWN BARRIERS AND SOLUTIONS, FUNDING ALTERNATIVES, AND WAYS OF BRINGING HUMAN SERVICE DOLLARS INTO IMPOVERISHED COMMUNITIES.

AVAILABLE FREE OF CHARGE BY WRITING TO :

SHARON MORRIS-BILOTTI  
DIVISION OF RESOURCE DEVELOPMENT  
ILLINOIS DEPARTMENT OF CHILDREN AND FAMILY SERVICES  
406 EAST MONROE  
SPRINGFIELD, ILL. 62701



## CORPORATE SUPPORT

### COMMUNITY DEVELOPMENT CORPORATIONS

LOOK AT WHAT COMMUNITY DEVELOPMENT CORPORATIONS ARE ACCOMPLISHING AND SUPPORT THEIR EFFORTS ... SHARE YOUR KNOWLEDGE AND EXPERTISE WITH THEM, AND ENABLE OTHER COMMUNITIES TO REPLICATE THEIR EFFORTS.

BETHEL NEW LIFE, INC.  
CHICAGO, ILLINOIS

MARY NELSON, DIRECTOR  
PHONE (312) 826-5540

WHAT IS NOW BETHEL NEW LIFE, INC. HAD ITS BEGINNINGS IN 1979 WHEN THE MINISTER OF A NEIGHBORHOOD CHURCH COMMITTED HIMSELF, AND ENLISTED THE HELP OF HIS SISTER, MARY NELSON, TO HELP THE RESIDENTS OF THE CHURCH'S TRANSITIONAL, IMPOVERISHED NEIGHBORHOOD IMPROVE THEIR WORSENING HOUSING SITUATION.

SINCE THOSE BEGINNING EFFORTS 12 YEARS AGO, THIS WEST GARFIELD PARK COMMUNITY HAS MOVED FROM A SIMPLE VISION OF BETTER HOUSING TO THE CREATION OF A FULL COMMUNITY DEVELOPMENT CORPORATION WITH A 1991 INCOME OF OVER \$10 MILLION.

THERE ARE SEVERAL UNIQUE FEATURES OF THIS HIGHLY SUCCESSFUL VENTURE:

- BETHEL NEW LIFE, INC. SERVES A ONE SQUARE MILE AREA;
- IT IS "OWNED" AND OPERATED BY COMMUNITY RESIDENTS;
- IT HAS A BOARD OF DIRECTORS WHO ARE ALL RESIDENTS WHO MANAGE THE CORPORATION; AND .....

IT HAS A BOARD OF ADVISORS MADE UP OF NON-RESIDENTS WHO HAVE KNOWLEDGE, EXPERTISE, EXPERIENCE, CONNECTIONS AND INFLUENCE ... PEOPLE WHO ARE WILLING TO SHARE THEIR POWER WITH THE BETHEL COMMUNITY IN AN EFFORT TO SUPPORT AND FACILITATE THE IMPLEMENTATION OF THEIR PLANS AND THE ACHIEVEMENT OF COMMUNITY GOALS. [THE MEMBERSHIP OF THE BOARD OF ADVISORS IS MADE UP OF BANKERS, REAL ESTATE PROFESSIONALS, CORPORATE MANAGERS AND EXECUTIVES, ARCHITECTS, BUILDERS, BUSINESS LEADERS, POLITICIANS, AND THE LIKE.];

- AS MUCH AS POSSIBLE, THE MONEY THAT COMES TO BETHEL NEW LIFE FINDS ITS WAY INTO THE BETHEL COMMUNITY WHICH HAS RESULTED IN IMPROVED LIVING CONDITIONS, COMMUNITY PRIDE AND BOTH COLLECTIVE AND INDIVIDUAL EMPOWERMENT;

--- OVER THE PAST 12 YEARS, THE EFFORTS OF THE PEOPLE OF THE BETHEL COMMUNITY HAVE TRANSFORMED A BLEAK AND IMPOVERISHED NEIGHBORHOOD INTO A THRIVING AND PROUD ECONOMIC OASIS. THEY HAVE:

REHABILITATED AND UPGRADED HUNDREDS OF HOUSING UNITS IN THEIR COMMUNITY AND INCREASED PROPERTY VALUES;

PURCHASED AND REHABILITATED NUMEROUS PIECES OF RESIDENTIAL AND COMMERCIAL PROPERTY WHICH HAVE BECOME INCOME-PRODUCING PROPERTIES FOR THE COMMUNITY;

BROUGHT INTO THE COMMUNITY HEALTH SERVICES, RECREATIONAL OPPORTUNITIES, DAY CARE FOR BOTH CHILDREN AND THE ELDERLY, A PERFORMING ARTS CENTER, COMMUNITY-BASED SERVICES TO ENABLE FRAIL ELDERLY RESIDENTS TO REMAIN IN THE COMMUNITY, AND A HOST OF OTHER RESOURCES; AND

CREATED EMPLOYMENT OPPORTUNITIES FOR HUNDREDS OF COMMUNITY FAMILIES ... DECREASED INFANT MORTALITY, CRIME, HOMELESSNESS AND MALNUTRITION ... INCREASED THE AVAILABILITY OF DECENT, AFFORDABLE HOUSING FOR ALL AGES, ... ESTABLISHED A COMMUNITY RE-CYCLING CENTER, AND MUCH MORE .... THEY HAVE EVEN LANDSCAPED THE PARK.

MOSTLY THE BETHEL NEW LIFE COMMUNITY DEVELOPMENT CORPORATION HAS PROVIDED THE MEANS BY WHICH, THROUGH WHICH, AND AROUND WHICH THE RESIDENTS OF AN ECONOMICALLY IMPOVERISHED, YET RESOURCEFUL COMMUNITY HAVE BEEN ABLE TO COME TOGETHER TO CREATE A VISION ... AND BECOME EMPOWERED TO MAKE IT HAPPEN.

#### RESIDENT MANAGEMENT

CONSIDER WHAT RESIDENT MANAGEMENT GROUPS ARE ACHIEVING, SUPPORT THEIR EFFORTS AND ENCOURAGE AND SUPPORT REPLICATION IN OTHER COMMUNITIES.

#### COCHRAN GARDENS APARTMENTS

[GOVERNMENT SUBSIDIZED HOUSING]  
ST. LOUIS, MISSOURI

--- COCHRAN GARDENS WAS BUILT IN 1952 IN THE MIDST OF A COMMERCIAL AND LIGHT INDUSTRIAL SECTION IN THE CENTER OF THE CITY OF ST. LOUIS. THE ORIGINAL CONCEPT OF PROVIDING TEMPORARY GOVERNMENT SUBSIDIZED HOUSING FOR FAMILIES WHO NEEDED TRANSITIONAL HOUSING AFTER THE WAR EVENTUALLY GAVE WAY TO LONG-TERM HOUSING FOR THE POOR WHEN THEY BECAME PREDOMINATELY OCCUPIED



**BY POOR WOMEN AND THEIR CHILDREN. OVER THE YEARS COCHRAN GARDENS BECAME A HAVEN FOR DRUG DEALERS AND CRIMINALS OF ALL KINDS. THE BUILDINGS DETERIORATED, WERE INFESTED WITH RATS AND ROACHES, AND THE WHOLE COMPLEX BECAME A SERIOUS BLIGHT ON THE CITY. THE CITY COUNCIL CONSIDERED SIMPLY TEARING IT DOWN.**

**IN 1976, UNDER THE LEADERSHIP OF BERTHA GILKY, A LONG-TERM RESIDENT OF THE COCHRAN COMMUNITY, THE COMPLEX WAS TAKEN OVER BY A NEWLY FORMED TENANT MANAGEMENT GROUP UNDER A MANAGEMENT CONTRACT WITH THE ST. LOUIS CITY HOUSING AUTHORITY. THEY HIRED COMPETENT MANAGEMENT AND MAINTENANCE STAFF AND BEGAN THE ARDUOUS TASK OF CORRECTING YEARS OF DETERIORATION AND NEGLECT.**

**TODAY, COCHRAN GARDENS IS A NATIONALLY RECOGNIZED MODEL FOR LOW-INCOME HOUSING. IT IS NOW CRIME-FREE, ENERGIZED AND PROUD. JUST TO THE WEST AND SOUTH THERE ARE NOW OVER TWO-HUNDRED NEW, UP-SCALE APARTMENT AND CONDOMINIUM UNITS. MOREOVER, WITHIN THE PAST FEW YEARS, COCHRAN GARDENS HAS EMERGED AS A SIGNIFICANT POLITICAL AND ECONOMIC FORCE IN THE CITY OF ST. LOUIS.**

**--- COCHRAN GARDENS MANAGEMENT AND ENTREPRENEURSHIP .....**

**COCHRAN GARDENS IS MANAGED BY A BOARD OF DIRECTORS MADE UP OF FIVE RESIDENTS OF THE SUBSIDIZED HOUSING DEVELOPMENT. THE RESIDENTS, THROUGH THEIR BOARD OF DIRECTORS, NOW HAVE COMPLETE "OWNERSHIP" OF THEIR COMMUNITY.**

**THE BUILDINGS ARE CLEAN, QUIET, AND WELL-MAINTAINED.**

**THEY PROVIDE A FULL RANGE OF SERVICES, INCLUDING:**

- HEALTH AND DENTAL SERVICES FOR ALL RESIDENTS THROUGH AN ON-SITE CLINIC;**
- FULLY LICENSED ON-SITE DAY CARE FOR WORKING FAMILIES;**
- AN EMPLOYMENT PROGRAM FOR EX-OFFENDERS LEAVING PRISON;**
- TRANSPORTATION SERVICES FOR RESIDENTS AND OTHERS USING VEHICLES THEY NOW OWN AND OPERATE AS A TRANSPORTATION BUSINESS (THEY HAVE A NEW BUS, A FULLY EQUIPPED VAN FOR DISABLED TRAVELERS, AND SEVERAL OTHER VANS);**
- A CATERING SERVICE THAT PROVIDES SEVERAL HUNDRED MEALS DAILY TO DAY CARE CENTERS AND OTHERS IN THE COMMUNITY;**
- AN ON-SITE COMMUNITY CENTER THAT PROVIDES RECREATIONAL OPPORTUNITIES AND ACTIVITIES SUCH AS BASKETBALL, BOXING, CERAMICS, AEROBIC CLASSES, DANCES, SOCIAL EVENTS [THE CHILDREN OF THE COMMUNITY HELPED DESIGN THE CENTER];**

- A **SKILLS TRAINING PROGRAM** FOR DISADVANTAGED YOUTH, DEVELOPED IN CONJUNCTION WITH A LOCAL COMMUNITY COLLEGE;
- A **CABLE TELEVISION AND SECURITY CAMERA NETWORK** WITHIN THE DEVELOPMENT ACCOMPLISHED THROUGH NEGOTIATIONS (IN PROGRESS) WITH AN INDEPENDENT CABLE TELEVISION COMPANY;
- A **TRANSITIONAL PROGRAM** FOR HOMELESS FAMILIES TO ENABLE THEM TO ACQUIRE AND MAINTAIN RESIDENCE IN THE DEVELOPMENT.

IN OCTOBER OF 1991, 15 YEARS AFTER THE RESIDENTS TOOK OVER THE MANAGEMENT OF THE DEVELOPMENT, THE DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT MOVED TO DIRECTLY FUND COCHRAN GARDENS AS AN INDEPENDENT ENTITY WITH FULL CONTROL OVER A \$3.5 MILLION BUDGET.

#### RESOURCES

- REBUILDING THE WALLS: A NUTS AND BOLTS GUIDE TO THE COMMUNITY DEVELOPMENT METHODS OF BETHEL NEW LIFE, INC. IN CHICAGO

AVAILABLE FOR \$7 (INCLUDING POSTAGE AND HANDLING) BY WRITING:

BETHEL NEW LIFE, INC.                      PHONE: (312) 826-5540  
 367 N. KARLOV  
 CHICAGO, ILL. 60624

- COCHRAN GARDENS PROFILE: THE HISTORY  
 OR CONTACT:

BERTHA GILKY                                      PHONE: (314) 241-0847  
 URBAN WOMEN, INC.  
 1629 BIDDLE  
 ST. LOUIS, MO. 63106

## CORPORATE FUNDING

CORPORATIONS FUND A WIDE VARIETY OF PROGRAMS FOR THE DISADVANTAGED AND ARE A MAJOR CONTRIBUTOR TO OUR NATIONAL EFFORT TO REDUCE THE INTER-GENERATIONAL TRANSMISSION OF POVERTY.

CORPORATIONS AND BUSINESSES WHO ARE A SOURCE OF FUNDING ARE IN A POWERFUL POSITION TO DIRECTLY INFLUENCE NEW DIRECTIONS IN THIS COUNTRY. THE VERY NATURE OF WHAT IS INCLUDED IN THE BODY OF A REQUEST FOR PROPOSALS, AND THE REQUIREMENTS PLACED UPON RESPONDENTS, CAN AND WILL INFLUENCE HOW THEY VIEW, AND SUBSEQUENTLY RESPOND TO, THEIR "UNDERCLASS" CONSUMERS AND HOW THEY DEVELOP THEIR INITIATIVES. FOR EXAMPLE, IF YOU CONSISTENTLY ASK HOW MUCH OF THE FUNDING WILL FIND ITS WAY TO POOR COMMUNITIES, NOT AFFLUENT ONES, RESPONDENTS WILL BEGIN TO THINK ABOUT HOW TO INCORPORATE THAT ASPECT INTO THEIR PROGRAMS. [ZIP CODES AND CENSUS TRACT INFORMATION CAN BE USED TO DISTINGUISH IMPOVERISHED NEIGHBORHOODS AND COMMUNITIES FROM OTHERS.]

HOW CAN YOU INFLUENCE HUMAN SERVICES? IN DEVELOPING AND REVIEWING REQUESTS FOR PROPOSALS, CONSIDER THE FOLLOWING:

### --- ENCOURAGE TARGETING BARRIERS .... NOT PEOPLE

WE ARE AWARE OF A NUMBER OF ADVERSE CONDITIONS THAT TEND TO "CLUSTER" AROUND POVERTY. SUPPORT INITIATIVES THAT TARGET THE REDUCTION OR ELIMINATION OF ONE OR MORE OF THESE IDENTIFIED CONDITIONS. REQUIRE THAT RESPONDENTS INCLUDE IN THEIR PROPOSALS A DETERMINATION OF THE SPECIFIC BARRIERS THAT CONTRIBUTE TO THE TARGETED CONDITION(S) IN THE PARTICULAR NEIGHBORHOOD OR COMMUNITY IN WHICH THE PROJECT OR SERVICE WILL BE OPERATIONALIZED. [THE BARRIERS THAT UNDERLIE ADVERSE ENVIRONMENTAL CONDITIONS WILL DIFFER FROM ONE NEIGHBORHOOD OR COMMUNITY TO THE NEXT AND MUST BE IDENTIFIED AND ADDRESSED ON AN INDIVIDUAL BASIS THROUGH CONSUMER/PROVIDER/COMMUNITY PARTICIPATION.]

ONCE AGAIN, THE PRIMARY ADVERSE ENVIRONMENTAL CONDITIONS THAT "CLUSTER" AROUND POVERTY ARE:

#### **SCHOOL FAILURE**

**TEENAGE PARENTING**

**SINGLE PARENTING**

**UNEMPLOYMENT AND INEQUITABLE WAGES**

**LACK OF AFFORDABLE, QUALITY DAY CARE**

**LACK OF AFFORDABLE, RELIABLE TRANSPORTATION**

**SOCIAL ISOLATION AND DISLOCATION**

**INADEQUATE AND UNAFFORDABLE HOUSING**

**DRUG AND ALCOHOL ABUSE**

**INACCESSIBLE QUALITY HEALTH CARE.**

--- **LOOK FOR CHARACTERISTICS THAT PROMOTE SUCCESS**

ENCOURAGE THOSE REQUESTING FUNDING TO INCLUDE AS MANY OF THE CHARACTERISTICS THAT PROMOTE SUCCESSFUL, OUTCOME-DRIVEN PROGRAMS AND SERVICES AS POSSIBLE IN THEIR PROPOSAL.

FOR EXAMPLE, SUCCESSFUL PROGRAMS TEND TO BE:

- **HOLISTIC ... NOT FRAGMENTED;**
- **COMPREHENSIVE ... NOT CATEGORICAL;**
- **ACCESSIBLE TO THOSE WHO WANT AND NEED THEM ... PROGRAMMATICALLY, GEOGRAPHICALLY AND FINANCIALLY;**
- **INDIVIDUALIZED AND SPECIALIZED ... TAILORED TO THE UNIQUE CIRCUMSTANCES, AGENDAS, HOPED-FOR OUTCOMES AND RESOURCES OF THE FAMILY OR COMMUNITY, RATHER THAN DETERMINED BY FUNDING STREAMS AND ARTIFICIAL CRITERIA;**
- **TIMELY ... AVAILABLE AND ACCESSIBLE WHEN THEY ARE NEEDED;**
- **ABLE AND WILLING TO MEET PEOPLE MORE THAN HALF WAY ... TO REMOVE OBSTACLES TO ACCESS (LIKE CHILD CARE AND TRANSPORTATION) ... TO REACH OUT ... TO BRING THE SERVICES AND RESOURCES TO THE INDIVIDUALS AND FAMILIES IN THE COMMUNITIES WHERE THEY LIVE;**
- **BUILT UPON AN "UNCONDITIONAL POSITIVE REGARD" FOR THE CONSUMER ... ONE FREE OF VALUE JUDGEMENTS ... ONE THAT IS BASED ON AN ACCEPTANCE OF THEIR BELIEFS AND VALUES AND A POSITIVE APPRECIATION OF, RATHER THAN DISREGARD FOR, THEIR CULTURAL, RACIAL, ETHNIC, GENDER, ECONOMIC, AGE, BEHAVIORAL OR OTHER IDENTITIES, CHARACTERISTICS OR PREFERENCES;**
- **ENABLING AND ENHANCING ... REFLECTIVE OF AN INTENTIONAL AND PERVASIVE METHODOLOGY THAT IS BASED FIRST AND FOREMOST ON ASSESSING THE POTENTIAL OF INDIVIDUALS, FAMILIES AND COMMUNITIES, NOT THEIR DEFICITS, SHORTCOMINGS AND FAILURES ... RECOGNIZING BARRIERS TO THEIR ACHIEVEMENT ... AND IDENTIFYING PERSONAL AND/OR ENVIRONMENTAL ENHANCEMENTS THAT WILL OFFER ADDITIONAL OPPORTUNITIES FOR IMPROVED WELL-BEING, COMFORT AND SUCCESS;**
- **CULTURALLY COMPETENT ... KNOWLEDGEABLE ABOUT, RESPONSIVE TO AND SUPPORTIVE OF THE CULTURAL, ETHNIC, NATIONAL AND RELIGIOUS IDENTITIES, AFFILIATIONS AND BACKGROUNDS OF THE INDIVIDUALS, FAMILIES AND COMMUNITIES THEY SERVE;**
- **COMMITTED TO CONSUMER AND COMMUNITY EMPOWERMENT ... BASED ON A COMMITMENT TO CONSUMER VISIBILITY AND VOICE, THE DEVELOPMENT OF MUTUAL AGENDAS AND OUTCOME**

EXPECTATIONS AND AN ACKNOWLEDGEMENT THAT CONSUMERS OF SERVICES HAVE THE RIGHT TO TAKE CHARGE OF THEIR OWN LIVES ... TO CARVE OUT THEIR OWN FUTURES ... TO ACCEPT "OWNERSHIP" OF THEIR OWN SUCCESSES; A COMMITMENT THAT STRIVES TO STRENGTHEN THE CAPACITY OF FAMILIES AND COMMUNITIES TO HANDLE THEIR OWN AFFAIRS ... TO PROMOTE WHOLESOME, ENABLING ENVIRONMENTS; AN ACKNOWLEDGEMENT THAT CONSUMERS ARE ENTITLED TO HAVE INFLUENCE OVER THE DEVELOPMENT AND EVALUATION OF PROGRAMS AND SERVICES, AS WELL AS CONSUMER-IMPACTING OUTCOME EXPECTATIONS; AND FINALLY, A WILLINGNESS AND COMMITMENT TO SHARE THEIR POWER, EXPERTISE AND "OWNERSHIP" WITH LOCAL COMMUNITIES AND INDIGENOUS NEIGHBORHOOD AND COMMUNITY "STAKE-HOLDERS;"

- **EMANCIPATING** ... DESIGNED TO HELP INDIVIDUALS, FAMILIES AND COMMUNITIES GAIN DIGNITY, SELF-RESPECT AND SELF-SUFFICIENCY THROUGH THEIR PARTICIPATION IN SERVICES AS ACTIVE PARTNERS; TO PROSPER WITHOUT BEING RENDERED DEPENDENT UPON THE SYSTEM OR SUBJECT TO CONTINUING OVERSIGHT ... TO REQUEST AND RECEIVE VOLUNTARY ASSISTANCE WITHOUT BEING HELD "HOSTAGE" ... TO ENABLE FAMILIES TO LIVE SUCCESSFULLY AND INDEPENDENTLY OF CONTINUING SERVICES, IF AT ALL POSSIBLE;
- **OUTCOME-DRIVEN** ... DESIGNED AND EVALUATED WITH A PRIMARY CONCERN FOR THE ACHIEVEMENT OF FAVORABLE CONSUMER OUTCOMES; EVALUATED ON COMPLIANCE WITH PROCESS ("HOW-TO") REQUIREMENTS AS A IMPORTANT, YET SECONDARY MEASURE OF PROGRAM EFFECTIVENESS;
- **COMMITTED TO A SOUND, CLEARLY UNDERSTOOD AND ARTICULATED PHILOSOPHICAL FOUNDATION AND SOLID FRAMEWORK OF PROFESSIONAL BELIEFS, VALUES AND PRINCIPLES** ... A SYSTEM OF GUIDING PRINCIPLES (BLUEPRINTS AND BUILDING CODES, SO TO SPEAK) WHICH BECOME THE BUILDING BLOCKS OF THE CONCEPT UPON WHICH SERVICES ARE DESIGNED, MONITORED AND EVALUATED;
- **WELL-MANAGED** ... COMMITTED TO GOOD MANAGEMENT PRACTICES, STRATEGIC PLANNING, FISCAL AND PROGRAMMATIC ACCOUNTABILITY, ETC. [ALTHOUGH INDIGENOUS MEMBERS OF IMPOVERISHED COMMUNITIES MAY LACK THE NECESSARY MANAGEMENT EXPERTISE THEMSELVES, THEIR EFFORTS TO REMOVE COMMUNITY BARRIERS TO HEALTH, SAFETY AND WELL-BEING CAN BE STILL BE HIGHLY SUCCESSFUL BECAUSE THEY CAN "PURCHASE" GOOD MANAGEMENT SERVICES INITIALLY.]; AND
- **CONSCIOUSLY CONCERNED WITH THE INTEGRITY OF BOTH DESIGN AND OPERATION** ... COMMITTED TO A CODE OF ETHICAL, PROFESSIONAL AND HUMANITARIAN VALUES THAT ARE SAFEGUARDED AND PROTECTED FROM COMPROMISE.



**----- INSIST ON THE ACHIEVEMENT OF FAVORABLE CONSUMER OUTCOMES**

REQUIRE THAT ALL PROPOSALS BE CLEAR ABOUT EXPECTED CONSUMER OUTCOMES AND INSIST THAT THEY INCLUDE SPECIFIC INFORMATION ABOUT HOW THOSE OUTCOMES WILL BE MEASURED. DEMOGRAPHIC COMPARISONS ARE, OF COURSE, HELPFUL (I.E. HAS THE INFANT MORTALITY RATE DECREASED, ETC.).

INSIST THAT THE CONSUMERS WHO ARE EXPECTED TO PARTICIPATE IN AND PROFIT FROM THE PROGRAM BE MADE PARTNERS IN THE DEVELOPMENT AND COMPLETION OF A "CONSUMER SATISFACTION" EVALUATION. CONSIDER THE RESULTS OF THAT EVALUATION EQUALLY IN DETERMINING WHETHER OR NOT TO CONTINUE FUNDING THE INITIATIVE. THE "CONSUMER SATISFACTION" EVALUATION SHOULD REVEAL WHETHER THE PROGRAM MADE AN DIFFERENCE TO CONSUMERS AND WHETHER THEY ARE BETTER OR WORSE OFF AS A RESULT.

**--- SHARE YOUR EXPERTISE AND/OR FACILITATE ACCESS TO OTHERS WITH THE KNOWLEDGE AND SKILL NEEDED TO FORMULATE A VIABLE PROPOSAL**

IF THE GROUP REQUESTING FUNDING ASSISTANCE LACKS THE EXPERTISE TO DEVELOP AN ACCEPTABLE PROPOSAL, LEND YOUR EXPERTISE OR HELP THEM ACCESS SOMEONE ELSE WHO CAN ASSIST THEM. THIS IS ESPECIALLY IMPORTANT IN ENABLING MEMBERS OF THE INDIGENOUS COMMUNITY AND CONSUMER GROUPS WHO MAY BE UNACCUSTOMED TO THE FORMAL PROCESS TO SUBMIT COMPETITIVE, VIABLE PROPOSALS OR MAKE APPROPRIATE INFORMAL REQUESTS. THE PROCESS ITSELF IS SKILL-BUILDING, ENABLING AND EMPOWERING.

**--- BE WILLING TO RESPOND TO SIMPLE REQUESTS**

IF THE REQUEST IS SIMPLE AND STRAIGHT FORWARD AND MAKES SENSE IN TERMS OF RESPONDING TO A NEED THAT WILL REDUCE OR REMOVE A BARRIER TO SELF-SUFFICIENCY, MAKE THE PROCESS AS SIMPLE AS POSSIBLE. IF THEIR GOAL IS TO INCREASE EMPLOYMENT PROSPECTS IN THE COMMUNITY BY PROVIDING TRANSPORTATION FOR CHILDREN TO AND FROM SCHOOL, DAY CARE, AND HOME WHILE THEIR PARENTS WORK, AND THEY ASK YOU TO HELP THEM PURCHASE A VEHICLE, DON'T REQUIRE A FORMAL PROPOSAL. HELP LOCAL COMMUNITY MEMBERS BUILD THEIR OWN "PASSPORTS TO SUCCESS."

**--- ENCOURAGE CREATIVITY AND INNOVATION**

SOMETIMES THE BEST SOLUTIONS ARE ONES THAT HAVE NOT BEEN TRIED BEFORE. DO NOT HESITATE TO CONSIDER THEM. LOOK FOR CONSUMER PARTICIPATION, "OWNERSHIP" AND THE APPLICATION OF COMMON SENSE.

## DIRECT RESPONSE INITIATIVES

THERE ARE A VARIETY OF WAYS CORPORATIONS AND BUSINESS CAN BE DIRECTLY RESPONSIVE TO EMPLOYMENT BARRIERS.

### --- MENTOR PROGRAMS

MENTOR PROGRAMS ARE INTENDED TO ENCOURAGE AND SUPPORT THE EMPLOYMENT OF PERSONS WHO MAY BE DISADVANTAGED IN SOME WAY OR ANOTHER. AN ON-THE-JOB VOLUNTEER MENTOR (IDEALLY NOT THE EMPLOYEE'S DIRECT SUPERVISOR) IS PAIRED WITH A NEW EMPLOYEE AND IS READILY AVAILABLE TO PROVIDE GUIDANCE AND SUPPORT, PROMOTE SUCCESSFUL PROBLEM-SOLVING, ENCOURAGE PERSISTENCE AND GENERALLY BECOME A ROLE MODEL IN THE WORKPLACE.

THIS APPROACH CAN BE PARTICULARLY EFFECTIVE WITH EMPLOYEES WHO MAY BE YOUNG, FIRST-TIME EMPLOYEES AND/OR THOSE WHO HAVE BEEN OUT OF THE WORKPLACE FOR SOME TIME AND CAN BENEFIT FROM REASSURANCE AND SUPPORT. MENTOR PROGRAMS PROMOTE SUCCESSFUL EMPLOYMENT AND ADVANCEMENT OPPORTUNITIES FOR EMPLOYEES, AS WELL AS NUMEROUS BENEFITS TO THE EMPLOYER.

### RESOURCE: CALL OR WRITE:

NANCY SWEET, PROJECT MANAGER  
PROJECT POLESTAR  
ILLINOIS DEPARTMENT OF CHILDREN AND FAMILY SERVICES  
406 EAST MONROE  
SPRINGFIELD, ILL. 62701

PHONE: (217) 524-2403

### --- CORPORATE ASSISTED CHILD CARE AND TRANSPORTATION SERVICES

PROVIDING AFFORDABLE ON-SITE CHILD CARE OR ASSISTING IN THE DEVELOPMENT OF QUALITY OFF-SITE CARE, AS WELL AS ENABLING EMPLOYEES TO ACCESS RELIABLE TRANSPORTATION TO AND FROM WORK REMOVES MAJOR BARRIERS TO THE EMPLOYMENT OF WOMEN WITH CHILDREN.

### --- "COMPARABLE WORTH" WAGES

PROVIDING WAGES THAT PAY WOMEN IN THE WORKFORCE THE SAME AS MEN DOING COMPARABLE WORK WOULD ALLOW WORKING SINGLE WOMEN WITH CHILDREN TO PROVIDE A DECENT STANDARD OF LIVING FOR THEIR FAMILIES AND ENCOURAGE THEM TO SEEK EMPLOYMENT.  
[REMEMBER THAT MANY WOMEN TODAY ARE NO LONGER SIMPLY "SECONDARY" WAGE-EARNERS ... THEY ARE NOW FULL-FLEDGED HEADS OF

HOUSEHOLDS, RESPONSIBLE FOR ENSURING A DECENT LEVEL OF SUSTENANCE FOR THEMSELVES AND THEIR CHILDREN, OFTEN WITHOUT OUTSIDE FINANCIAL SUPPORT.]

--- MINORITY RECRUITMENT AND MINORITY CONTRACTS

RECRUITING AND PROMOTING OPPORTUNITIES FOR FULL EMPLOYMENT AT A DECENT WAGE TO AFRICAN-AMERICAN MALES, AND ENABLING THEM TO TAKE ADVANTAGE OF SUCH OPPORTUNITIES, WILL GO A LONG WAY IN REDUCING THE NUMBER OF FEMALE, SINGLE-PARENT, POOR FAMILIES AND CREATING THE FORMATION OF ECONOMICALLY VIABLE TWO-PARENT FAMILIES FOR CHILDREN TO GROW UP IN.

LIKewise, EMPLOYMENT OPPORTUNITIES FOR WOMEN AT "COMPARATIVE WORTH" WAGES, WILL ENABLE MANY FEMALE, SINGLE-PARENT FAMILIES TO WORK THEIR WAY OUT OF POVERTY AND DEPENDENCY AND DECREASE THE LIKELIHOOD THAT THEIR CHILDREN WILL BECOME "TRAPPED" IN THE WELFARE MAZE.

CONTRACTING WITH BUSINESSES LOCATED IN POOR COMMUNITIES OR THOSE WHO GIVE PREFERENCE TO HIRING PEOPLE WHO LIVE IN THEM, WILL HELP TO BRING MONEY INTO THE COMMUNITIES AND NEIGHBORHOODS MOST IN NEED.



## CORPORATE-COMMUNITY FORUMS, COLLABORATIONS, PARTNERSHIPS AND NETWORKS

THERE ARE NUMEROUS OPPORTUNITIES FOR BUSINESSES AND CORPORATIONS TO DEVELOP PARTNERSHIPS WITH OTHERS IN THE COMMUNITY IN AN EFFORT TO IMPROVE CONDITIONS FOR THOSE CHILDREN AND FAMILIES WHOSE HEALTH, SAFETY AND WELL-BEING ARE IN JEOPARDY.

### --- CORPORATE-COMMUNITY FORUMS

CORPORATE-COMMUNITY MEMBERS, THROUGH THEIR COMBINED COMMITMENT AND RESOURCES, CAN FACILITATE THE CREATION OF A COMMUNITY "PEOPLE'S FORUM" (AS SUGGESTED ON PAGE 18) FOR THE PROPOSE OF IDENTIFYING AND ADDRESSING ADVERSE ENVIRONMENTAL CONDITIONS THAT ARE BARRIERS TO THE HEALTH, SAFETY, WELL-BEING AND PROSPERITY OF THE COMMUNITY'S CHILDREN AND FAMILIES. THROUGH THE EFFORTS OF THE FORUM, A COMMUNITY PROFILE OF THE WELL-BEING OF CHILDREN AND THEIR FAMILIES CAN BE DEVELOPED.

### --- CORPORATE-COMMUNITY COLLABORATIONS

AS A RESULT OF THE CHILD AND FAMILY HEALTH, SAFETY AND WELL-BEING PROFILES DEVELOPED THROUGH THE EFFORTS OF A COMMUNITY "PEOPLE'S" FORUM, A COMMUNITY-WIDE COLLABORATION COULD EVOLVE IN AN EFFORT TO IMPROVE SPECIFIC WELL-BEING OUTCOMES OF CONCERN TO THE COMMUNITY. [FOR EXAMPLE, AN UNACCEPTABLY HIGH INFANT MORTALITY RATE AMONG AFRICAN-AMERICAN FAMILIES LIVING IN A PARTICULAR ECONOMICALLY DISADVANTAGED COMMUNITY OR NEIGHBORHOOD MIGHT BE IDENTIFIED AS A SERIOUS DETERRENT TO CHILD HEALTH AND WELL-BEING.]

THROUGH THE COLLABORATIVE EFFORTS OF THE COMMUNITY, INDIVIDUALIZED STRATEGIES FOR IDENTIFYING AND REMOVING THE SPECIFIC BARRIERS THAT CONTRIBUTE TO POOR OUTCOMES CAN BE IDENTIFIED (SUCH AS BARRIERS TO THE BIRTH OF HEALTHY, FULL-TERM, NORMAL BIRTHWEIGHT BABIES), AND PLANS CAN BE DEVELOPED AND IMPLEMENTED TO INCREASE THE AVAILABILITY AND ACCESSIBILITY OF COMMUNITY-BASED SERVICES AND RESOURCES THAT WILL INCREASE THE PROBABILITY OF IMPROVED OUTCOMES.

### --- PROBLEM-SOLVING, ACTION NETWORKS

PROBLEM-SOLVING NETWORKS (INCLUDING CORPORATE MEMBERS OF THE COMMUNITY) CAN BE ESTABLISHED TO DEVELOP SPECIFIC STRATEGIES TO ADDRESS COMMUNITY BARRIERS AND ADVERSE CONDITIONS. THE COMMITMENTS NEGOTIATED WITHIN THE NETWORK CAN BE FORMALIZED, WRITTEN AND WIDELY PUBLICIZED WITHIN THE COMMUNITY. THESE NETWORKS MIGHT TARGET A PARTICULAR ADVERSE CONDITION SUCH AS HEALTH CARE. FOR EXAMPLE:

IN THE PROCESS OF INVESTIGATING THE SPECIFIC BARRIERS ASSOCIATED WITH A HIGH INFANT MORTALITY RATE AMONG POOR AFRICAN-

AMERICAN FAMILIES, IT MIGHT BE FOUND THAT THERE ARE TOO FEW OBSTETRICIANS PRACTICING IN THE COMMUNITY DUE TO INCREASINGLY HIGH MALPRACTICE INSURANCE COSTS, AS WELL AS AN INSUFFICIENT NUMBER OF PEDIATRICIANS TO SERVE THE COMMUNITY'S POOR CHILDREN. OF THOSE WHO ARE IN PRACTICE, IT MIGHT BE FOUND THAT ONLY A LIMITED FEW ARE WILLING TO TAKE POOR WOMEN AND CHILDREN ON PUBLIC ASSISTANCE ... AND OF THAT NUMBER, NONE ARE LOCATED IN POOR NEIGHBORHOODS.

ALTHOUGH TECHNICALLY AVAILABLE TO MEDICAID RECIPIENTS, MEDICAL SERVICES ARE NOT ALWAYS ACCESSIBLE TO FAMILIES LIVING IN IMPOVERISHED COMMUNITIES. WITHIN THE COMMUNITY-AT-LARGE, THERE COULD DEVELOP A **NETWORK OF BUSINESSES** WILLING TO MAKE A COMMITMENT TO IMPROVE THE HEALTH PROFILE OF CHILDREN AND FAMILIES IN THE COMMUNITY BY BRINGING NEEDED MEDICAL AND DENTAL SERVICES INTO THE COMMUNITY WHERE THEY LIVE.

THROUGH A COMMUNITY-CORPORATE NETWORK IT MIGHT BE POSSIBLE TO ARRANGE FOR FULL PAYMENT OF A MALPRACTICE INSURANCE POLICY FOR A LICENSED OBSTETRICIAN WILLING TO PROVIDE OBSTETRICAL SERVICES IN A NEIGHBORHOOD CLINIC ... AND, ENSURE PAYMENT OF THE MONTHLY STUDENT LOAN OBLIGATION FOR A LICENSED PEDIATRICIAN BURDENED BY AN OUTSTANDING MEDICAL SCHOOL LOAN TO ENSURE THE PROVISION OF SERVICES TO POOR CHILDREN IN THE NEIGHBORHOOD ... AND ARRANGE FOR THE SPACE, EQUIPMENT, SUPPLIES AND OTHER PROFESSIONAL STAFF NECESSARY TO FULLY OPERATIONALIZE A NEIGHBORHOOD MEDICAL/DENTAL CLINIC. [FOR INSTANCE, MANY SUCH CLINICS ARE MADE POSSIBLE THROUGH THE DONATION OF USED MEDICAL EQUIPMENT, SUPPLIER DONATIONS, ETC.]

#### --- CORPORATE "PARTNERSHIPS"

CORPORATIONS MAY ALSO ENTER INTO SPECIFIC "PARTNERSHIP" ARRANGEMENTS IN WHICH ONE OR MORE CORPORATIONS JOIN FORCES WITH PUBLIC, PRIVATE OR COMMUNITY GROUPS TO TAKE ON ONE SPECIFIC COMMUNITY PROJECT TO IMPROVE WELL-BEING OUTCOMES.

TO FOLLOW OUR EXAMPLE, ONE OR MORE CORPORATIONS MAY FORM A PARTNERSHIP WITH A LOCAL HEALTH DEPARTMENT, MEDICAL SCHOOL, OR OTHER COMMUNITY ENTITY TO ENSURE THE ACQUISITION AND ON-GOING OPERATION OF A FULLY EQUIPPED AND PROFESSIONALLY STAFFED MOBILE MEDICAL CLINIC THAT WOULD TRAVEL FROM NEIGHBORHOOD TO NEIGHBORHOOD OR FROM COMMUNITY TO COMMUNITY IN ORDER TO BRING MEDICAL SERVICES TO THOSE MOST IN NEED. EACH CORPORATE "PARTNER" COULD COMMIT TO A SPECIFIC AREA OF RESPONSIBILITY WITH THE LEAD ENTITY IN THE COMMUNITY IN CONJUNCTION WITH THE OVERALL EFFORT, RATHER THAN "NETWORKING" WITH EACH OTHER.

MOBILE HEALTH CLINICS ARE ESPECIALLY EFFECTIVE IN RURAL AREAS WHERE MEDICAL SERVICES CAN BE VIRTUALLY NON-EXISTENT, AND TRANSPORTATION PROBLEMS A DAILY FRUSTRATION. MOBILE CLINICS

THAT TRAVEL TO INNER-CITY AREAS AND PROVIDE MATERNAL AND CHILD HEALTH SERVICES, GERIATRIC MEDICAL SERVICES, HEALTH SCREENINGS AND HEALTH EDUCATION SERVICES TO YOUNG ADULTS AND FAMILIES, ETC. ARE ALSO VERY EFFECTIVE.

### FOSTER CARE ALLIANCE

#### ROCKFORD, ILLINOIS

CHILDREN IN AMERICA'S FOSTER CARE SYSTEM ARE AMONG THE MOST VULNERABLE OF OUR NATION'S CHILDREN. GIVEN THE SIGNIFICANT CORRELATION BETWEEN POVERTY AND CHILD NEGLECT, IT IS NO SURPRISE THAT THE PREPONDERANCE OF CHILDREN IN FOSTER CARE HAVE AT SOME TIME IN THEIR LIVES EXPERIENCED POVERTY FIRST HAND.

AT THE BACK OF THIS RESOURCE BOOKLET ARE COPIES OF MATERIALS RECENTLY DEVELOPED THROUGH THE COLLABORATIVE EFFORTS OF A NORTHERN ILLINOIS COMMUNITY COMMITTED TO IMPROVING THE QUALITY OF FAMILY LIFE THROUGH THE RECRUITMENT, PREPARATION AND SUPPORT OF LOCAL FOSTER FAMILIES. THESE MATERIALS ILLUSTRATE YET ANOTHER "VARIATION ON THE THEME" OF CORPORATE-COMMUNITY EFFORTS TO CREATE "PASSPORTS TO SUCCESS" FOR THOSE OF US WHO ARE AMONG AMERICA'S DISADVANTAGED.

## WHY IS THE FLIGHT OF AMERICA'S UNDERCLASS A MATTER OF URGENCY?

ACCORDING TO U.S. CENSUS BUREAU PROJECTIONS, SOMETHING WILL HAPPEN IN OUR COUNTRY WITHIN THE NEXT 50 YEARS OR LESS THAT HAS NOT HAPPENED BEFORE. SOMETIME BETWEEN NOW AND THE YEAR 2050, THERE WILL BE A MAJOR SHIFT IN OUR POPULATION. BY THAT YEAR, IF THE PROJECTIONS ARE CORRECT, THERE WILL BE 146 MILLION PEOPLE BETWEEN THE AGES OF 20 AND 60 ... IN THE "PRIME TIME" OF THEIR PRODUCTIVITY.

IT WILL BE THESE 146 MILLION "PRIME-TIMERS" WHO WILL SHOULDER THE PRIMARY RESPONSIBILITY FOR AMERICA'S ECONOMIC, POLITICAL AND SPIRITUAL HEALTH ... THEY WILL BE THE COUNTRY'S GREATEST SOURCE OF ENERGY, TALENT, CREATIVITY AND LEADERSHIP ... THE PRIMARY PRODUCERS OF PRIVATE AND CORPORATE INCOME ... AND THE HEAVIEST CONTRIBUTORS TO AN INFINITE VARIETY OF TAX-SUPPORTED GOVERNMENT PROGRAMS.

BY THAT SAME YEAR, HOWEVER, IF THE PROJECTIONS HOLD, THERE WILL BE APPROXIMATELY 154 MILLION AMERICANS UNDER THE AGE OF 20 AND OVER THE AGE OF 60 ... AND NEARLY 25 MILLION WILL BE OVER 80 YEARS OLD. IT QUICKLY BECOMES APPARENT THAT BY THE MID-TWENTY-FIRST CENTURY THERE WILL BE A SMALLER POPULATION OF PEOPLE UPON WHOM A LARGER POPULATION WILL BE DEPENDENT. FROM THAT PERSPECTIVE ALONE, IT SHOULD BE CLEAR THAT THE DEMANDS UPON THESE 146 MILLION FUTURE AMERICANS WILL BE CONSIDERABLY GREATER THAN EVER BEFORE.

BUT, WAIT, WE CANNOT ASSUME THAT ALL 146 MILLION AMERICAN "PRIME-TIMERS" WILL BE FUNCTIONAL, SELF-SUFFICIENT, PRODUCTIVE, TAX-PAYING CITIZENS. HOW MANY FEWER WILL THERE BE WHEN WE REDUCE THAT NUMBER BY THE ONE IN FOUR YOUNGSTERS WHO DROP OUT OF SCHOOL AND FALL INTO POVERTY? ... OR THE ONE IN FOUR WHO ARE SIMPLY BORN INTO POVERTY? ... HOW MANY WILL BE LEFT WHEN WE REDUCE THE NUMBER BY THE MILLIONS WHO ARE BEING LURED INTO THE FUTURELESS WORLD OF ALCOHOL AND DRUG ABUSE? ... OR THOSE DISABLED BY POVERTY-RELATED HEALTH CONDITIONS?

WITHOUT IMMEDIATE AND EFFECTIVE INTERVENTION, WITHIN JUST A FEW SHORT YEARS, THE NUMBER OF ESSENTIALLY NONPRODUCTIVE, FUNCTIONALLY DEPENDENT AMERICANS OF ALL AGES WILL EXCEED THE NUMBER OF AMERICANS UPON WHOM THEY WILL BE ABLE TO DEPEND.

AND IT WILL BE OUR CHILDREN AND OUR GRANDCHILDREN WHO WILL BE THE FIRST TO SUFFER THE CONSEQUENCES OF "OUR TURN AT THE WHEEL." THE LEGACY IS UNTHINKABLE.

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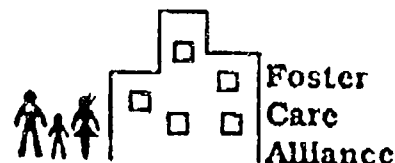
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# "Corporations' Care"...



Partnership between...

**SWEDISHAMERICAN HOSPITAL  
AND  
FOSTER CARE ALLIANCE**

This is a mutually supportive arrangement between SwedishAmerican Hospital and Foster Care Alliance in which both partners commit themselves to the welfare of families through community education and support for more quality foster families.

It is agreed between SwedishAmerican Hospital and Foster Care Alliance:

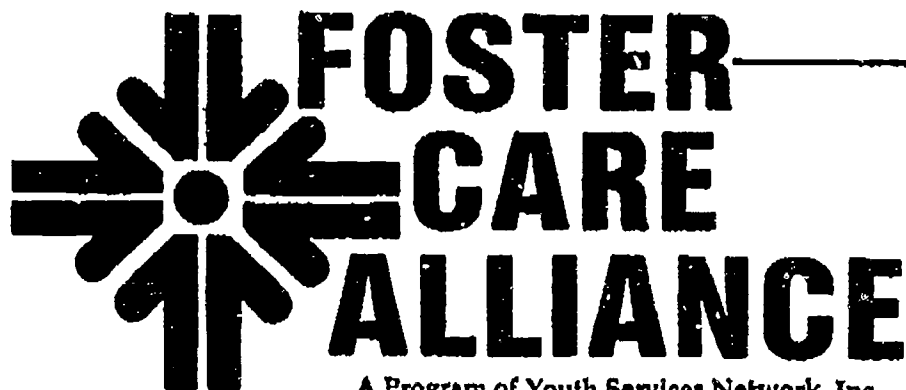
1. FCA will provide foster care awareness materials for distribution.
2. FCA will provide personnel plus foster parent to present at general manager meetings and unit meetings.
3. FCA will provide information for Corporate Communique when desired.
4. FCA will have "Informational meetings" on site upon request.
5. SwedishAmerican will offer release time to foster parent for:
  - Court appearances - 3 hours/yr.
  - Pre-service training on site 7/2.5 hr. sessions
  - ACR's (Annual Case Reviews) 2 hrs./6mos.
  - Special Medical Counseling?
6. SwedishAmerican will help to find expertise in medical areas for in-service training, i.e., pediatrics communicable diseases.
7. SwedishAmerican will offer sites for parenting education 0-3 yrs. for foster parents.
8. SwedishAmerican will work with FCA when special events occur, i.e., Christmas Party.
9. SwedishAmerican will consider sponsoring an award for local foster children who have reached a personal achievement, i.e., leadership, music, athletics, art, etc.
10. SwedishAmerican will offer special support to personnel who are active foster parents, i.e., clothing respite care, financial assistance, recognition, etc.
11. FCA will work closely with personnel department to have message enclosed in payroll checks (no more than 27 characters).

**SWEDISHAMERICAN CONTACT PERSON**

Heather Peters  
968-4400 ext. 4824

**FOSTER CARE ALLIANCE CONTACT PERSON**

Diane Mitchell  
987-7575 41



A Program of Youth Services Network, Inc.

## "CORPORATE CARE"

### Mission Statement

WE ARE A GROUP OF INDIVIDUALS AND AGENCIES CONCERNED FOR THE WELFARE OF FAMILIES. WE PROMOTE COMMUNITY EDUCATION AS WELL AS RECRUIT, TRAIN AND SUPPORT QUALITY FOSTER PARENTS.

#### Participating Agencies:

Catholic Social Services

Children's  
Development Center

Children's  
Home & Aid Society

Illinois Department of  
Children & Family  
Services

Lutheran  
Social Services  
of Illinois

Winnebago & Boone  
County  
Juvenile Probation

### Goal #1

Educate leaders in the corporate world regarding strengthening the family through foster care.

#### Focus

- A. Invite major corporations to initial meeting.
  1. Have speaker from Child Welfare League of America.
  2. Give out educational materials.
- B. Follow-up meeting with large group at the Chamber of Commerce.
  1. Have Business Plan for "Corporate Care".
  2. Have suggestions for corporations as to how they can help with foster care awareness.
  3. Share FCA's Mission Statement.
- C. Offer to bring training into corporations.

### Goal #2

To have major corporations commit to individual participation plans allowing Foster Care Alliance to recruit on premises.

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## Page 2

**"CORPORATE CARE" (contl.)****FOCUS**

- A. Get commitments for participation from corporations at second large group meeting.
  - 1. Break into small groups.
  - 2. Speak to each representative from each corporation.
  - 3. Get corporations to sign sheet committing to continued support and appointment approval.
- B. Work on one-to-one basis with corporate representatives.
  - 1. Set-up and go to appointment at each corporation.
  - 2. Write individualized recruitment plan for each corporation before the set appointment.
  - 3. Recruit corporate leaders for Task Force.
- C. Provide recruitment materials to individual corporations.
  - 1. Update brochures.
  - 2. Layout effective display board.
  - 3. Do presentations whenever possible on site.

**Goal #3**

To form a "Corporate Care" Task Force.

**Focus**

- A. Continue to work closely with corporate leaders.
  - 1. Keeping corporate leaders aware of foster care needs.
  - 2. Utilizing Corporate Foundations.
  - 3. Schedule quarterly meeting with corporate leaders.
- B. Making creative suggestions when needs arise.
  - 1. Material needs
    - a. Printing
    - b. Supplies
    - c. Toys
    - d. clothing
  - 2. Financial needs
    - a. Scholarships
    - b. Insurance
    - c. Release time with pay
    - d. Incentives to active foster parents

# "Corporations' Care"...



Foster  
Care  
Alliance

Corporation \_\_\_\_\_  
 Contact Person \_\_\_\_\_  
 Phone \_\_\_\_\_  
 Initial Contact Date \_\_\_\_\_  
 Initial Appointment \_\_\_\_\_

## SUGGESTIONS AND IDEAS

Y/N

### EDUCATION:

- Offering Continuing Education on site

- Parenting Skills
- Creative Discipline
- Child Development, etc.

- Distribute Awareness Materials

- Enclose in paychecks
- Newsletters
  - Unit
  - Corporate Communique
  - Union
- Bulletin Boards
  - Meeting Rooms
  - Lunch Rooms
  - Break Rooms

- Offering more family counseling on site

- "Informational Meetings" on site

- Small group meetings- FCA rep. and/or foster parent (preferably an employee of the corporation) speak to employees

Other \_\_\_\_\_

**FINANCIAL**

- **Foundation monies**
  - Direct support to families with special financial needs
  - Assist in cost of special events for foster families, i.e., Christmas Party- gifts.
  - Help off-set costs of education and recruitment materials
- **Offer release time with compensation to foster parents**
  - Court appearances with child
  - Training on premises
  - Annual Case Reviews (ACR's)
  - Foster Care illness and medical counseling
  - Foster Parent, Executive, or Staff to speak or volunteer with foster care programs
- **Incentives to employees who become foster parents and foster for at least one year**
- **Incentives to employees who adopt a special needs child/children**
- **Offer assistance to those who need Day Care, so they can continue to work outside the home**
- **Include foster child on employee's medical insurance plan**
- **Sponsor an award for local foster child to recognize specialized talents, i.e. art, music, leadership, athletics (any, all or other categories).**
- Other \_\_\_\_\_

**IN-KIND and/or MATERIALS:**

- **Assist with printing needs**
- **Donating company products**
- **When employee becomes a foster parent offer:**
  - Moral support and approval
  - Recognition, i.e. Corporate newsletters, etc.
  - Drive for clothing, food, toys, etc.
  - Respite care; help with baby sitting
- Other \_\_\_\_\_

**FAMILY BENEFITS:**

- Employee Assistance Program (EAP) \_\_\_\_\_
- What benefits already available to employee \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_
- What employee programs are sponsored by Corporation,  
i.e. Christmas Party, Picnic, etc. \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_
- Number of Employees \_\_\_\_\_
- Other \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

HOW CAN PCA ASSIST YOUR CORPORATION ? \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_